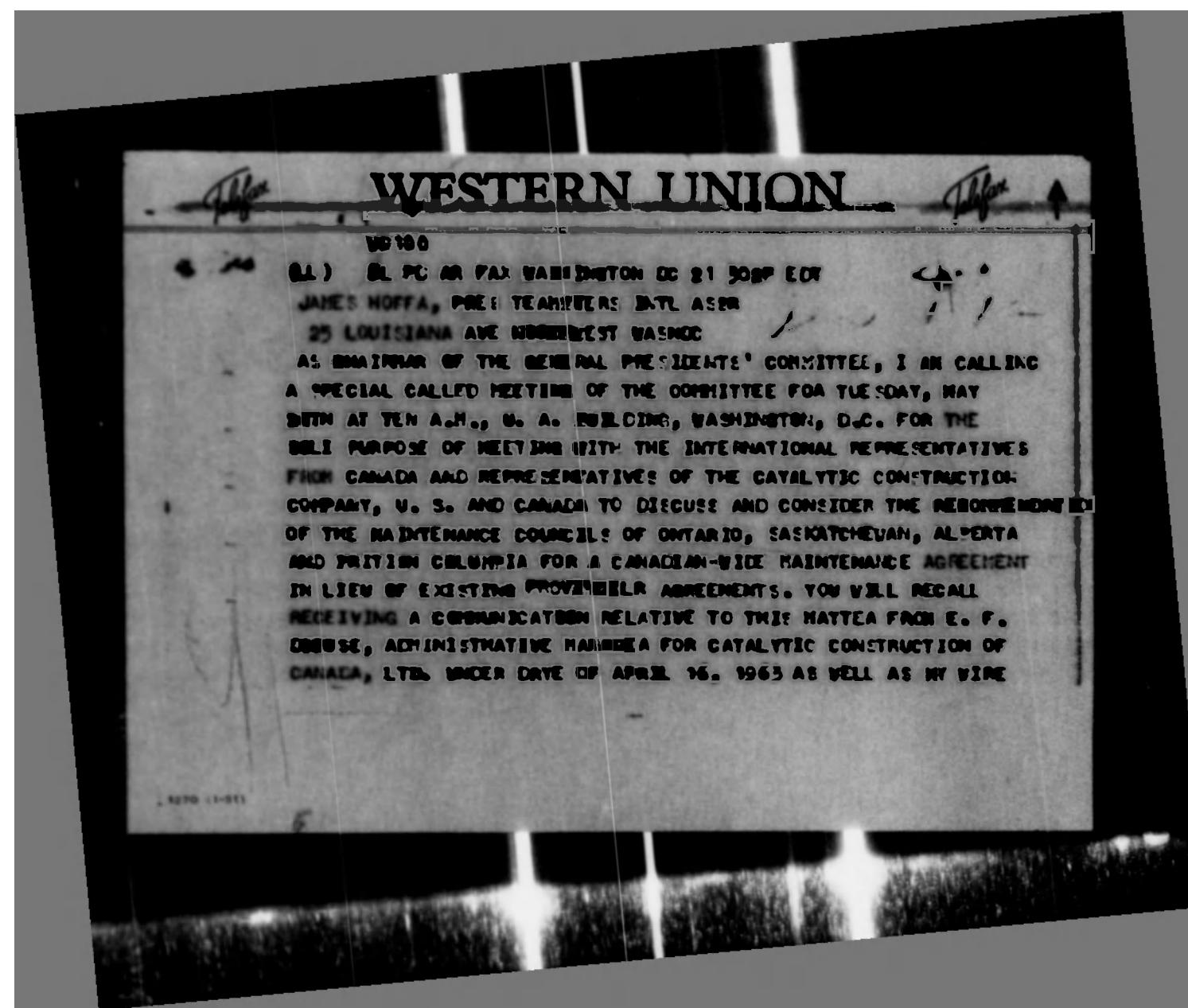
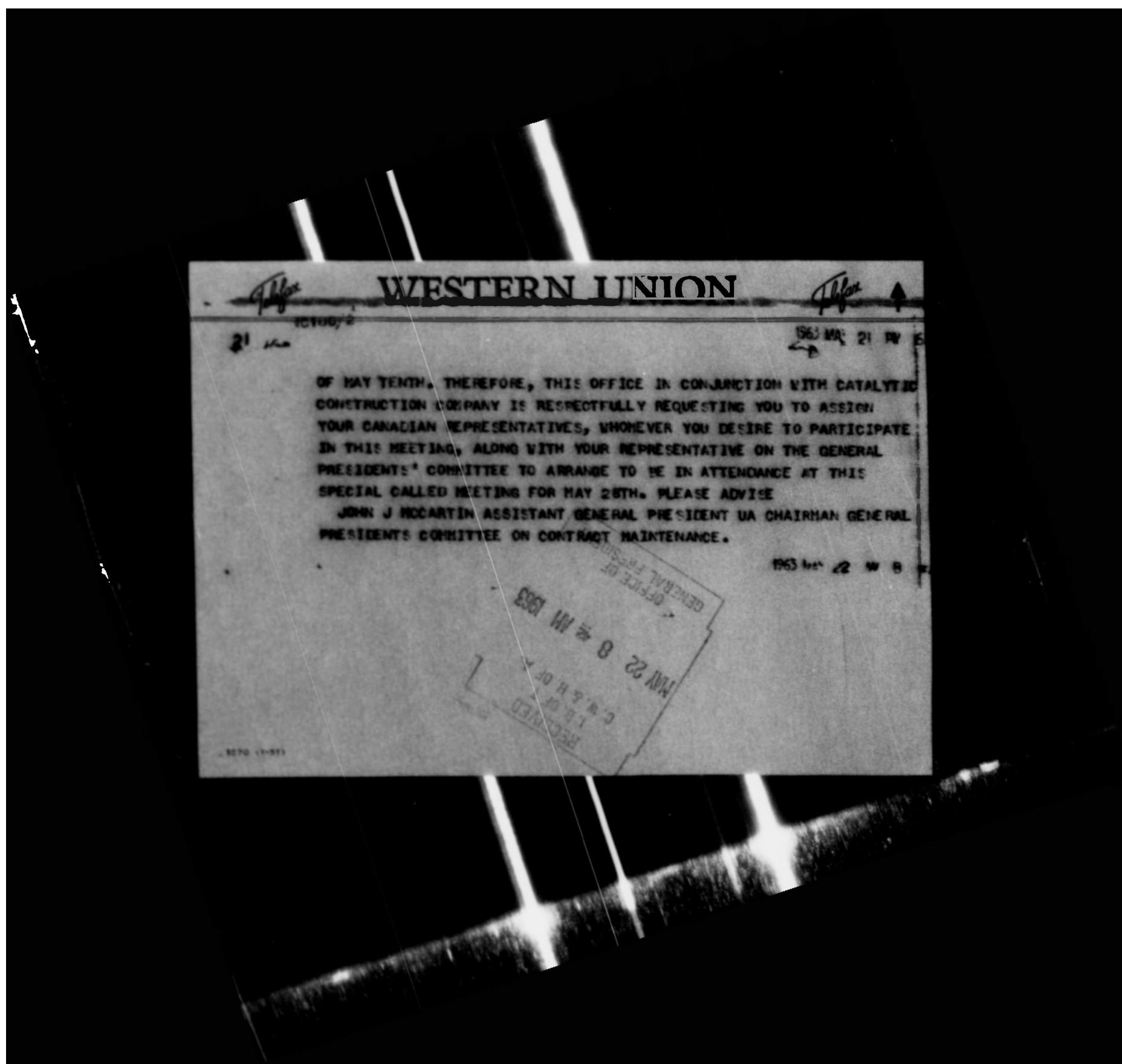


Catalytic
Constr.
Co.





ADMINISTRATIVE FILE

Catalytic Construction Co.
 General Purchasing
 Committee on
Contract Maintenance
 TD - Building & Construction

Office of the General President

To: Mr. Owens
From: H. J. Gibbons

5/7/68
DATE

Re: Agreement covering contract maintenance work for the
Dominion of Canada.

I have this day asked I. M. Dodds to arrange his schedule to be
here for the General Presidents' Committee meeting on May 21.
In addition to Bro. Dodds, I am asking that you attend this
meeting.

H. J. Gibbons
Executive Assistant to the
General President

HJG/yk

May 7, 1963

Mr. L. M. Dodds, Canadian Representative
Central Conference of Teamsters
3199 Bathurst
Toronto, Ontario

Dear Sir and Brother:

Please arrange your schedule to
attend the May meeting of the General President's
Committee here in Washington as per the attached
copy of memorandum from Tom Owens.

Fraternally yours,

H. J. Gibbons
Executive Assistant to the
General President

HJC/yk
Enc.

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Executive Assistant to the
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May 6, 1963

MEMORANDUM

To: Mr. James R. Hoffa
From: Tom Owens
Subject: Agreement covering contract maintenance work for the Dominion of Canada

Catalytic Construction Co. of Canada, Ltd., a subsidiary of Catalytic Construction Co., Philadelphia, has set out to sell contract maintenance work in Canada on the basis that they are currently doing this work in the States under the General Presidents' contract maintenance agreement.

As you are aware, this work generally involves industrial plant maintenance work which is normally done by "in-plant employees". However, due to the difference in Dominion and Provincial laws, it is necessary that a separate contract maintenance agreement be negotiated.

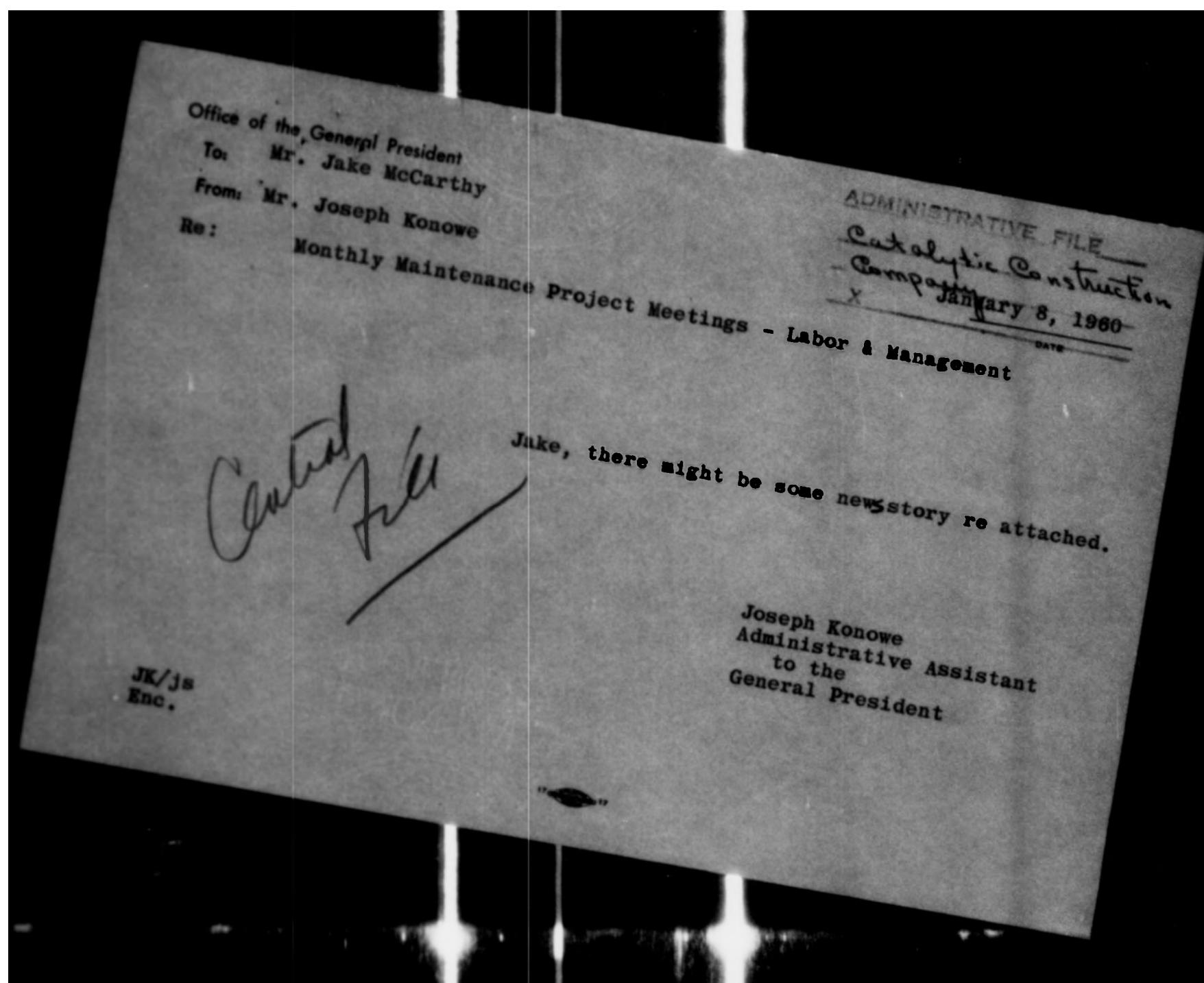
The company has requested that each International Union involved assign an International Representative to attend the May meeting of the General Presidents' Committee here in Washington to familiarise them with the entire contract maintenance program. This meeting will be held on May 21, 10:00 a.m. at the United Association Building, 901 Massachusetts Ave., N. W. Pursuant to this Washington meeting, all future meetings will be held in Canada.

I should like to recommend that you assign I. M. Dodds, Canadian Co-ordinator, to attend this meeting in Washington since, if this program in Canada is successful, it could mean more work for our construction members in Canada in a field that they are currently not involved.

THO:pf

OKHP

Per [initials]



SUBJECT: MONTHLY MAINTENANCE PROJECT MEETINGS - LABOR AND MANAGEMENT

TO WHOM IT MAY CONCERN:

The regularly scheduled meetings between the management of Catalytic Construction Company and representatives of the various international unions signatory to the project maintenance agreement was held in the United Association Building in Washington, D. C., Tuesday, December 15, at 10:30 a.m.

The following were present from Catalytic Construction Company:

Alan T. Knight	Executive Vice President
E. J. Hammond	Manager of Maintenance
W. David McIntire	Manager, Field Labor Relations

Those present from the international unions included:

John H. Lyons, Jr.	Iron Workers
Harold J. Buoy	Boilermakers
Albert E. Hutchinson	Asbestos Workers
Jack Smith	Cement Masons
O. Wm. Blaier	Carpenters
Frank Henley	Operating Engineers
Robert B. Sheets	Laborers
Jacob C. Beer	Sheet Metal Workers
B. A. Downey	United Association
Bryce P. Holcombe	Painters
Joseph P. Monahan	United Association

Regarding the minutes of the previous meetings, Mr. Baer of the Sheet Metal Workers stated he was present but was not included in the attendance and wished this corrected for the record. The minutes were then approved as read.

THIRTY-SEVENTH MONTHLY MEETING - TIDEWATER MAINTENANCE PROJECT, DELAWARE CITY, DEL.

Under progress report, Mr. Hammond stated that work at the refinery was principally the same as that reported in November and the manpower should remain at approximately 200 until Spring with the exception, of course, of minor turnarounds where manpower might go up to as high as 250.

The comment made previously with reference to Stauffer Chemical moving into the area is now official, and they will erect a plant in the immediate proximity of the Tidewater Plant.

Under general comments, Mr. Hammond stated the manpower costs for 1959 presently look as if they will be approximately 250,000 manhours under those for 1958. This represents approximately a \$1,000,000 saving on maintenance and labor.

With reference to the new Stauffer job, they have been approached by Catalytic concerning contract maintenance, and it appears at this time very much interested.

The manpower as of December 14 was read into the record as follows:

Asbestos Workers	20	
Boilermakers	13	
Carpenters	9	
Electricians	9	
Iron Workers	2	
Laborers	29	
Mechanists	3	Subcontractors: Myers &
Millwrights	21	Watters - 5 painters
Operating Engineers	7	
Painters	2	
Pipefitters	5	
Teeasars	7	
Tool Room	4	
TOTAL	180	

There being no further business, the Tidewater meeting was closed.

EIGHTEENTH MONTHLY MEETING - SOHIO MAINTENANCE PROJECT, TOLEDO, OHIO

Under progress report, Mr. Haamond reported that our work at Sohio should be quite routine and quiet until Spring, particularly in view of the fact that Sohio is presently negotiating, and it is apparent there is no heavy workload planned as long as these negotiations are underway.

Under general comments, the Chairmen read a letter to the group from A. O. Knight of the Chemical Workers which was addressed to the United Association's General President Schoemann. This latter discussed the present picture with relation to doing work by contract.

The manpower as of December 14 was read into the record as follows:

Asbestos Workers	8	Subcontractors: Kaiser &
Boilermakers	3	Nelson - 30 men on general
Carpenters	2	demolition work
Electricians	4	Crawford - 6 men on road
Iron Workers	2	work
Laborers	7	W. W. Clark - 2 electricians
Mechanists	0	Angle and others
Operating Engineers	1	
Pipefitters	7	
Sheet Metal Workers	4	
TOTAL	39	

There being no further business, the Sohio meeting was closed.

ELEVENTH MONTHLY MEETING - GOODYEAR MAINTENANCE PROJECT. APPLE GROVE, WEST VA.

The boilermakers questioned the absence of boilermakers on the last report, to which the Company replied they would check and investigate as it was apparently a mistake had been made.

Under progress report, Mr. Hammond stated that revamp work is presently in full swing and we were still spending a great deal of time on steam tracing and revamping of the caating conveyors.

Under new business, Mr. Downey was introduced to the group as an international representative of the United Association, and he in turn presented a problem which had developed with regard to the use of shift mechanics.

The local fitters had complained about the fact their number on the shifts had been reduced, thereby purportedly giving their work to other trades; namely, boilermakers and millwrights. The Company explained that the individuals taken off shift were not relieved, but were placed on the day crew and that the reason for the shift was that the superintendent, Mr. Carter, was endeavoring to bring the work load into balance with respect to the various crafts. This is a problem which has been under discussion for some time; i.e., in that the boilermakers and the millwrights always have had some of their work done on the shifts in their absence, and in an effort to bring this into line, Mr. Carter felt it more advisable to reduce the number of fitters on a shift, particularly in view of the fact that the total workload normally runs about 60 to 70% of the work done on a shift.

He felt that by bring in a boilermaker and a millwright that that portion of the work which was not pipefitter's would be adequately covered. Regarding electrical work, it was pointed out and so indicated by Mr. Carter to Mr. McIntire that any electrical work which arose during a shift could be postponed until the following day and thereby covered by the day crew.

Mr. Monahan pointed out that the thinking behind contract maintenance definitely revolves around a spirit of give and take, particularly if the work in this field of contract maintenance by the building trades is to be a success.

Mr. McIntire stated that if Mr. Downey could not satisfy the local people this was almost a necessity, he would at a later date be readily available to discuss this with either him or the local or both, whichever was necessary. He further pointed out that Mr. Hammond, after the meeting, would be on his way to Goodyear and would discuss the matter further with Mr. Carter.

Mr. Buoy commented on the fact that we all must recognize this as a small plant and that such problems had been discussed at the inception of the work. The volume of work which Catalytic is performing by contract at any time can never be compared to that at Tidewater or any plant of a size larger than Goodyear. There is just not enough work we are involved in to require the continued carrying of an adequate supply of all trades.

Further he pointed out this is not a construction job and that contract maintenance differs severely from construction wherein strict adherence to craft jurisdiction, even in an emergency, is followed.

-14-

Mr. Sheets moved that the discussion regarding this problem be terminated as this problem has been discussed over and over again and that the subject is covered in the contract under the clause "Mixed Crews".

The manpower as of December 14 was read into the record as follows:

Boilermakers	6	
Carpenters	2	
Electricians	7	Subcontractors: Asbestos
Labors	3	Service - 11 men
Millwrights	10	
Painters	2	
Pipefitters	45	
TOTAL	75	

There being no further business, the Goodyear meeting was closed.

FIFTH MONTHLY MEETING - CONVAIR MAINTENANCE PROJECT, CHEYENNE, WYOMING

The minutes of the previous meeting were read and approved with the following corrections: (1) Under manpower, 15 teamsters were shown -- this should be corrected to read pipefitters; (2) Mr. Jacob C. Baer should be added to those in attendance.

Under general comments, the Engineers raised a question as to the separation of manpower in the future. Mr. McIntire pointed out that he would in the future list construction, maintenance, operations, and janitorial personnel as separate entities.

Mr. McIntire read for the record the minutes of the special meeting which was held by the subcommittee on December 3, the purpose of which was to review the rough draft of a project type agreement. He further stated that these minutes, although in a rough draft at this time, would be forwarded to those persons on the subcommittee. At the writing of these minutes, the minutes of the special subcommittee meeting were issued December 15.

Mr. Monahan explained to the group the significance of the maintenance contract as applied to Cheyenne and further stated there would be ample copies of the maintenance contract and the appropriate addendum for the group when they arrive in Cheyenne.

Mr. McIntire explained that all but a few of the addendums had been returned, and the Company was quite pleased with the rapid return of same.

Under progress report, it was merely stated that the job was progressing and that installation of several launchers should be complete within the very near future. The maintenance work is developing, and it is apparent the maintenance forces, if they increase, should for the next few months only increase very slowly.

The subcommittee which was appointed to visit the job in Cheyenne on December 17 consists of Messrs. Holcombe, Lyons, Hanley, and Baer. This committee will arrive in Cheyenne the night of December 16 and will meet their own group at ten o'clock the morning of December 17. Mr. McIntire stated he was on his way to Cheyenne the afternoon of December 15 and would meet the group on their arrival Wednesday night.

-5-

The manpower as of December 14 was read into the record as follows:

Construction:	Carpenters	13
	Cement Masons	1
	Electricians	28
	Iron Workers	11
	Laborers	10
	Millwrights	52
	Operating Engineers	6
	Painters	1
	Pipefitters	72
	Teamsters	8
	TOTAL	208

Maintenance:	Carpenters	2
	Electricians	27
	Laborers	21
	Millwrights	16
	Stationary Engineers	58
	Painters	3
	Pipefitters	26
	Teamsters	8
	Tool Room Labor	4
	Janitors	41
	TOTAL	206

There being no further business, the Convair meeting was adjourned.

It was agreed that the next regularly scheduled collective meeting would be held in Miami Beach on Wednesday, February 3. Notices to this effect will be sent out by the Chairman.

Respectfully submitted,

WDM
W. David McIntire

Mailed: JAN 6 1960

SUBJECT: MONTHLY MAINTENANCE PROJECT MEETINGS - LABOR AND MANAGEMENT

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Millwrights	21	Watters - 5 painters
Operating Engineers	7	
Painters	2	
Pipefitters	5	
Taemasters	7	
Tool Room	1	
TOTAL	180	

There being no further business, the Tidewater meeting was closed.

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TOTAL	39	

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Mr. Sheets advised that the discussion regarding this problem be terminated as this problem has been discussed over and over again and that the subject is covered in the contract under the clause "Mixed Crews".

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Millwrights	10	
Painters	2	
Pipefitters	45	
TOTAL	75	

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	Cement Masons	1
	Electricians	28
	Iron Workers	11
	Laborers	10
	Millwrights	52
	Operating Engineers	6
	Painters	1
	Pipefitters	72
	Teamsters	8
	TOTAL	205
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	Electricians	27
	Laborers	21
	Millwrights	16
	Stationary Engineers	58
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	Pipefitters	26
	Teamsters	8
	Tool Room Labor	4
	Janitors	11
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There being no further business, the Convair meeting was adjourned.

It was agreed that the next regularly scheduled collective meeting would be held in Miami Beach on Wednesday, February 3. Notices to this effect will be sent out by the Chairman.

Respectfully submitted,

W.D.M. McIntire
W. David McIntire

Mailed: JAN 6 1960

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Mr. Sheets moved that the discussion regarding this problem be terminated as this problem has been discussed over and over again and that the subject is covered in the contract under the clause "Mixed Crews".

The manpower as of December 14 was read into the record as follows:

Boilermakers	6
Carpenters	2
Electricians	7
Laborers	3
Millwrights	10
Painters	2
Pipefitters	45
TOTAL	75

Subcontractors: Asbestos
Service - 11 men

There being no further business, the Goodyear meeting was closed.

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The minutes of the previous meeting were read and approved with the following corrections: (1) Under manpower, 15 teamsters were shown -- this should be corrected to read pipefitters; (2) Mr. Jacob C. Beer should be added to those in attendance.

Under general comments, the Engineers raised a question as to the separation of manpower in the future. Mr. McIntire pointed out that he would in the future list construction, maintenance, operations, and janitorial personnel as separate entities.

Mr. McIntire read for the record the minutes of the special meeting which was held by the subcommittee on December 3, the purpose of which was to review the rough draft of a project type agreement. He further stated that these minutes, although in a rough draft at this time, would be forwarded to those persons on the subcommittee. At the writing of these minutes, the minutes of the special subcommittee meeting were issued December 15.

Mr. Monahan explained to the group the significance of the maintenance contract as applied to Cheyenne and further stated there would be ample copies of the maintenance contract and the appropriate addendum for the group when they arrive in Cheyenne.

Mr. McIntire explained that all but a few of the addendums had been returned, and the Company was quite pleased with the rapid return of same.

Under progress report, it was merely stated that the job was progressing and that installation of several launchers should be complete within the very near future. The maintenance work is developing, and it is apparent the maintenance forces, if they increase, should for the next few months only increase very slowly.

The subcommittee which was appointed to visit the job in Cheyenne on December 17 consists of Messrs. Holcombe, Lyons, Henley, and Baer. This committee will arrive in Cheyenne the night of December 16 and will meet their own group at ten o'clock the morning of December 17. Mr. McIntire stated he was on his way to Cheyenne the afternoon of December 15 and would meet the group on their arrival Wednesday night.

The manpower as of December 14 was read into the record as follows:

Construction:	Carpenters	13
	Cement Masons	1
	Electricians	28
	Iron Workers	11
	Laborers	10
	Millwrights	52
	Operating Engineers	6
	Painters	1
	Pipefitters	72
	Teamsters	8
	TOTAL	208
Maintenance:	Carpenters	2
	Electricians	27
	Laborers	21
	Millwrights	16
	Stationary Engineers	58
	Painters	3
	Pipefitters	26
	Teamsters	8
	Tool Room Labor	4
	Janitors	11
	TOTAL	206

There being no further business, the Convair meeting was adjourned.

It was agreed that the next regularly scheduled collective meeting would be held in Miami Beach on Wednesday, February 3. Notices to this effect will be sent out by the Chairman.

Respectfully submitted,

WDMF
W. David McIntire

Mailed: JAN 6 1960

SUBJECT: MONTHLY MAINTENANCE PROJECT MEETINGS - LABOR AND MANAGEMENT

TO WHOM IT MAY CONCERN:

The regularly scheduled meetings between the management of Catalytic Construction Company and representatives of the various international unions signatory to the project maintenance agreement was held in the United Association Building in Washington, D. C., Tuesday, December 15, at 10:30 a.m.

The following were present from Catalytic Construction Company:

Allen T. Knight	Executive Vice President
E. J. Hammond	Manager of Maintenance
W. David McIntire	Manager, Field Labor Relations

Those present from the international unions included:

John H. Lyons, Jr.	Iron Workers
Harold J. Buoy	Boilermakers
Albert E. Hutchinson	Asbestos Workers
Jack Smith	Cement Masons
O. W. Bleier	Carpenters
Frank Manley	Operating Engineers
Robert B. Sheets	Laborers
Jacob C. Baer	Sheet Metal Workers
B. A. Downey	United Association
Bryce P. Holcombe	Painters
Joseph P. Monahan	United Association

Regarding the minutes of the previous meetings, Mr. Baer of the Sheet Metal Workers stated he was present but was not included in the attendance and wished this corrected for the record. The minutes were then approved as read.

THIRTY-SEVENTH MONTHLY MEETING - TIDEWATER MAINTENANCE PROJECT, DELAWARE CITY, DEL.

Under progress report, Mr. Hammond stated that work at the refinery was principally the same as that reported in November and the manpower should remain at approximately 200 until Spring with the exception, of course, of minor turnarounds where manpower might go up to as high as 250.

The comment made previously with reference to Stauffer Chemical moving into the area is now official, and they will erect a plant in the immediate proximity of the Tidewater Plant.

Under general comments, Mr. Hammond stated the manpower costs for 1959 presently look as if they will be approximately 250,000 manhours under those for 1958. This represents approximately a \$1,000,000 saving on maintenance and labor.

With reference to the new Stauffer job, they have been approached by Catalytic concerning contract maintenance, and it appears at this time very much interested.

The manpower as of December 14 was read into the record as follows:

Asbestos Workers	20	
Boilermakers	13	
Carpenters	9	
Electricians	9	
Iron Workers	2	
Laborers	29	
Machinists	3	Subcontractors: Myers &
Millwrights	21	Watters - 5 painters
Operating Engineers	7	
Painters	2	
Pipefitters	5	
Teamsters	7	
Tool Room	1	
TOTAL	180	

There being no further business, the Tidewater meeting was closed.

EIGHTEENTH MONTHLY MEETING - SOHIO MAINTENANCE PROJECT, TOLEDO, OHIO

Under progress report, Mr. Hammond reported that our work at Sohio should be quite routine and quiet until Spring, particularly in view of the fact that Sohio is presently negotiating, and it is apparent there is no heavy workload planned as long as these negotiations are underway.

Under general comments, the Chairman read a letter to the group from A. O. Knight of the Chemical Workers which was addressed to the United Association's General President Schoemann. This letter discussed the present picture with relation to doing work by contract.

The manpower as of December 14 was read into the record as follows:

Asbestos Workers	8	Subcontractors: Kaiser &
Boilermakers	3	Nelson - 30 men on general
Carpenters	2	demolition work
Electricians	4	Crawford - 6 men on road
Iron Workers	2	work
Laborers	7	W. W. Clark - 2 electricians
Machinists	0	Angle and others
Operating Engineers	1	
Pipefitters	7	
Sheet Metal Workers	1	
TOTAL	39	

There being no further business, the Sohio meeting was closed.

ELEVENTH MONTHLY MEETING - GOODYEAR MAINTENANCE PROJECT, APPLE GROVE, WEST VA.

The boilermakers questioned the absence of boilermakers on the last report, to which the Company replied they would check and investigate as it was apparently a mistake had been made.

Under progress report, Mr. Hammond stated that revamp work is presently in full swing and we were still spending a great deal of time on steam tracing and revamping of the casting conveyors.

Under new business, Mr. Downey was introduced to the group as an international representative of the United Association, and he in turn presented a problem which had developed with regard to the use of shift mechanics.

The local fitters had complained about the fact their number on the shifts had been reduced, thereby purportedly giving their work to other trades; namely, boilermakers and millwrights. The Company explained that the individuals taken off shift were not relieved, but were placed on the day crew and that the reason for the shift was that the superintendent, Mr. Carter, was endeavoring to bring the work load into balance with respect to the various crafts. This is a problem which has been under discussion for some time; i.e., in that the boilermakers and the millwrights always have had some of their work done on the shifts in their absence, and in an effort to bring this into line, Mr. Carter felt it more advisable to reduce the number of fitters on a shift, particularly in view of the fact that the total workload normally runs about 60 to 70% of the work done on a shift.

He felt that by bringing in a boilermaker and a millwright that that portion of the work which was not pipefitter's would be adequately covered. Regarding electrical work, it was pointed out and so indicated by Mr. Carter to Mr. McIntire that any electrical work which arose during a shift could be postponed until the following day and thereby covered by the day crew.

Mr. Monahan pointed out that the thinking behind contract maintenance definitely revolves around a spirit of give and take, particularly if the work in this field of contract maintenance by the building trades is to be a success.

Mr. McIntire stated that if Mr. Downey could not satisfy the local people this was almost a necessity, he would at a later date be readily available to discuss this with either him or the local or both, whichever was necessary. He further pointed out that Mr. Hammond, after the meeting, would be on his way to Goodyear and would discuss the matter further with Mr. Carter.

Mr. Buoy commented on the fact that we all must recognize this as a small plant and that such problems had been discussed at the inception of the work. The volume of work which Catalytic is performing by contract at any time can never be compared to that at Tidewater or any plant of a size larger than Goodyear. There is just not enough work we are involved in to require the continued carrying of an adequate supply of all trades.

Further he pointed out this is not a construction job and that contract maintenance differs severely from construction wherein strict adherence to craft jurisdiction, even in an emergency, is followed.

Mr. Sheets moved that the discussion regarding this problem be terminated as this problem has been discussed over and over again and that the subject is covered in the contract under the clause "Mixed Crews".

The manpower as of December 11 was read into the record as follows:

Boilermakers	6	
Carpenters	2	
Electricians	7	
Laborers	3	
Millwrights	10	
Painters	2	
Pipefitters	45	
TOTAL	75	

Subcontractors: Asbestos Service - 11 men

There being no further business, the Goodyear meeting was closed.

FIFTH MONTHLY MEETING - CONVAIR MAINTENANCE PROJECT, CHEYENNE, WYOMING

The minutes of the previous meeting were read and approved with the following corrections: (1) Under manpower, 15 teamsters were shown -- this should be corrected to read pipefitters; (2) Mr. Jacob C. Baer should be added to those in attendance.

Under general comments, the Engineers raised a question as to the separation of manpower in the future. Mr. McIntire pointed out that he would in the future list construction, maintenance, operations, and janitorial personnel as separate entities.

Mr. McIntire read for the record the minutes of the special meeting which was held by the subcommittee on December 3, the purpose of which was to review the rough draft of a project type agreement. He further stated that these minutes, although in a rough draft at this time, would be forwarded to those persons on the subcommittee. At the writing of these minutes, the minutes of the special subcommittee meeting were issued December 15.

Mr. Monahan explained to the group the significance of the maintenance contract as applied to Cheyenne and further stated there would be ample copies of the maintenance contract and the appropriate addendum for the group when they arrive in Cheyenne.

Mr. McIntire explained that all but a few of the addendums had been returned, and the Company was quite pleased with the rapid return of same.

Under progress report, it was merely stated that the job was progressing and that installation of several launchers should be complete within the very near future. The maintenance work is developing, and it is apparent the maintenance forces, if they increase, should for the next few months only increase very slowly.

The subcommittee which was appointed to visit the job in Cheyenne on December 17 consists of Messrs. Holcombe, Lyons, Hanley, and Baer. This committee will arrive in Cheyenne the night of December 16 and will meet their own group at ten o'clock the morning of December 17. Mr. McIntire stated he was on his way to Cheyenne the afternoon of December 15 and would meet the group on their arrival Wednesday night.

-5-

The manpower as of December 14 was read into the record as follows:

Construction:	Carpenters	13
	Cement Masons	1
	Electricians	28
	Iron Workers	11
	Laborers	10
	Millwrights	52
	Operating Engineers	6
	Painters	1
	Pipefitters	72
	Teamsters	8
	TOTAL	208
Maintenance:	Carpenters	2
	Electricians	27
	Laborers	21
	Millwrights	16
	Stationary Engineers	58
	Painters	3
	Pipefitters	26
	Teamsters	8
	Tool Room Labor	4
	Janitors	11
	TOTAL	208

There being no further business, the Convair meeting was adjourned.

It was agreed that the next regularly scheduled collective meeting would be held in Miami Beach on Wednesday, February 3. Notices to this effect will be sent out by the Chairman.

Respectfully submitted,

WDMF
W. David McIntire

Mailed: JAN 6 1960

CONFIDENTIAL FILE
Catalytic
Construction Company
X

May 4, 1959

Mr. Lawrence N. Stieborg, Personal Rep.
International Brotherhood of Teamsters
435 South Hawley
Toledo, Ohio

Dear Sir and Brother:

Attached is a copy of a letter from John J. McCartin concerning
a meeting in Toledo.

I would appreciate your attending this meeting as the official
representative of the International Brotherhood of Teamsters.
I would prefer to have you attend this meeting, but if this is not
possible, please have your representative present.

Fraternal yours,

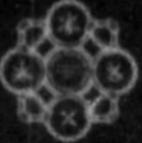
James R. Hoffa
General President

JRH/yh
Enc.

UNITED ASSOCIATION
of Journeymen and Apprentices of the Plumbing and
Pipe Fitting Industry of the United States and Canada

UNITED ASSOCIATION BUILDING
801 MASSACHUSETTS AVENUE, N.W., WASHINGTON 1, D.C.

There is no substitute for U.A. skilled craftsmen



Peter T. Schoemann
John J. McCarron
Assistant General President
William T. Dodd
Executive Vice President
William C. O'Neill
General Secretary-Treasurer
Martin J. Ward
General Secretary-Treasurer

National 8-5821

May 1, 1959

Mr. James Hoffa, President
TEAMSTERS INTERNATIONAL UNION
25 - Louisiana Avenue N. W.
Washington, D. C.

Dear Sir and Brother:

As Chairman of the Labor Committee on Contract Maintenance, I wish to advise a meeting has been arranged for Wednesday, May 20th at 1 p.m., Commodore Perry Hotel, Toledo, Ohio between a Sub-Committee of the regular Labor Committee consisting of General Organizer Joseph F. Monahan of the United Association, Paul Askew of the Operating Engineers, C. McMillian of the I. B. E. W. and O. Wm. Blaier of the Carpenters and all Local and International Representatives in the Toledo area of the International Unions signatory to the Catalytic Maintenance Agreement in effect on the Standard Oil Project for the purpose of explaining our contract maintenance agreement.

I would appreciate you, as General President, assigning your Local and International Representative in the area to be in attendance at this meeting on May 20th and also at a meeting with Representatives of the Catalytic Construction Company on Thursday, May 21st at 10 a.m., Commodore Perry Hotel.

Thanking you for your fine cooperation and with best regards, I am

cc: Harold Thirion
Representative of
Labor Committee

Familiarly yours,
John J. McCarron
John J. McCarron, Assistant
General President, U.A.
and
Chairman of the Labor Committee

AFFILIATED WITH THE VARIOUS DEPARTMENTS OF THE AFL-CIO AND THE CANADIAN LABOUR CONGRESS

COMPOSED OF JOURNEYMAN AND APPRENTICES WHO HAVE JURISDICTION OVER EVERY BRANCH OF THE PLUMBING AND PIPE FITTING INDUSTRY

Office of the General President
To: Mr. Thirion
From: H. J. Gibbons
Re: Catalytic

ADMINISTRATIVE FILE
Catalytic Construction
Company
- I
- X
July 8, 1988
DATE

Attached is a communication from Catalytic.
This is your opportunity to sign the attached
agreements on behalf of the International Union
if they are in order.

H. J. Gibbons
Executive Assistant to
the General President

HJM/jm
Enc.

ADMINISTRATIVE FILE
Catalytic Construction
Company
X

May 29, 1958

C
O
P
Y

Mr. T. Ellwood Webster, President
Catalytic Construction Company
1928 Walnut Street
Philadelphia 2, Pa.

Dear Mr. Webster:

Thank you for forwarding me a copy of your brochure.
I appreciate your thoughtfulness in sending me a
copy.

sent to the
library 7/2/58

Fraternally yours,

James R. Hoffa,
General President

JRH/G/yk



CATALYTIC
CONSTRUCTION COMPANY

1525 Walnut Street, Philadelphia 2, Pa. • Ki 5-7500

T. Ellwood Webster, President

May 27, 1958

Mr. James R. Hoffa
General President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers
25 Louisiana Avenue, N.W.
Washington 1, D. C.

Dear Mr. Hoffa:

As you know, we are going all out to sell the idea of contract maintenance services employing Building Trade Craftsmen. I am enclosing a copy of a brochure that we have prepared for sales purposes describing this service.

We, of course, recognize the important role our fine relationships with the Labor Unions play in the success of this service. We have devoted an important section of this brochure to our labor relations and display with pride telegrams which attest to a long history of harmonious relationships between Catalytic and the Building Trade Unions in the performance of this maintenance service.

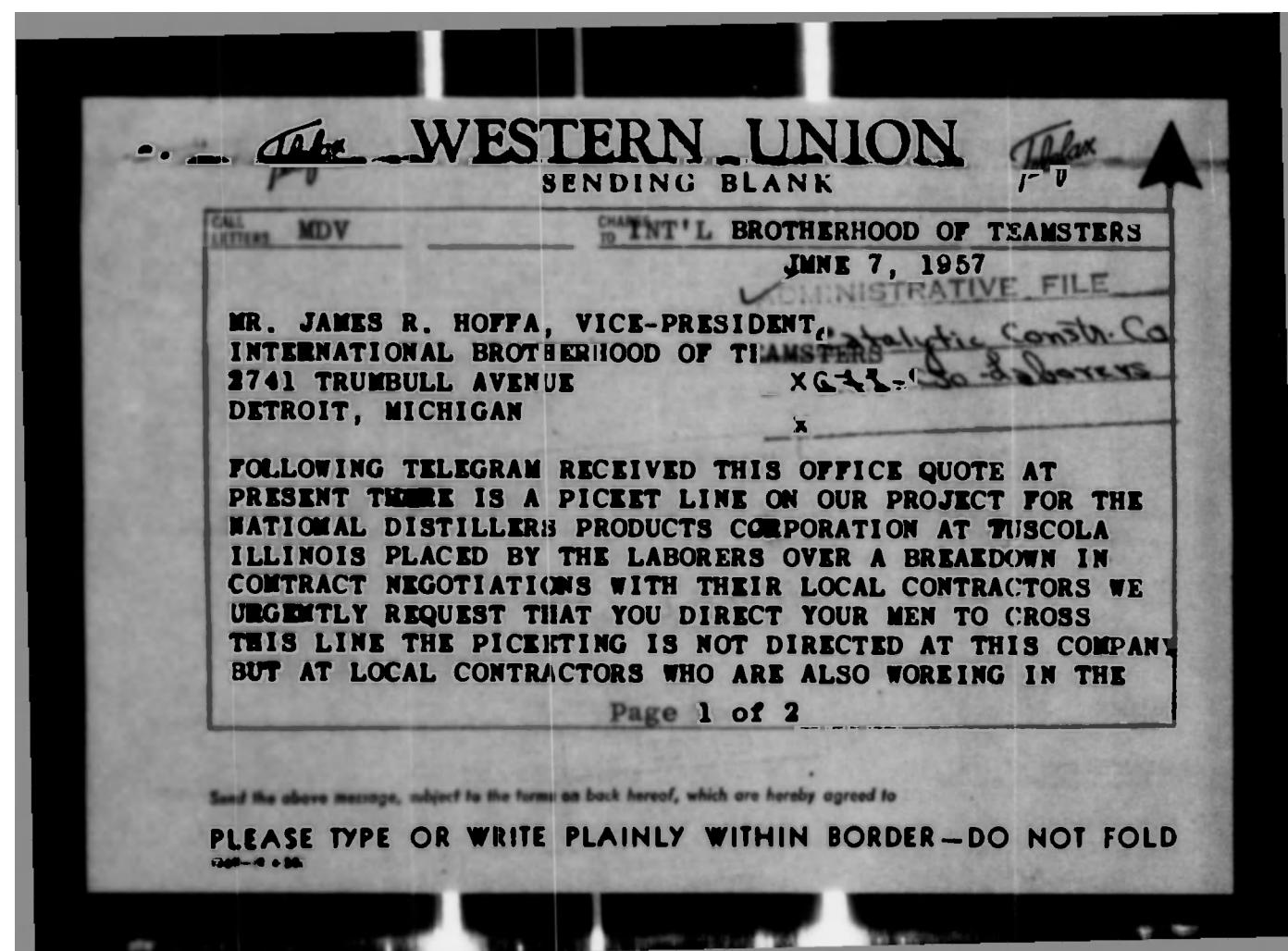
I would appreciate any comments that you may have on this presentation and would be glad to make additional copies available if you would like them.

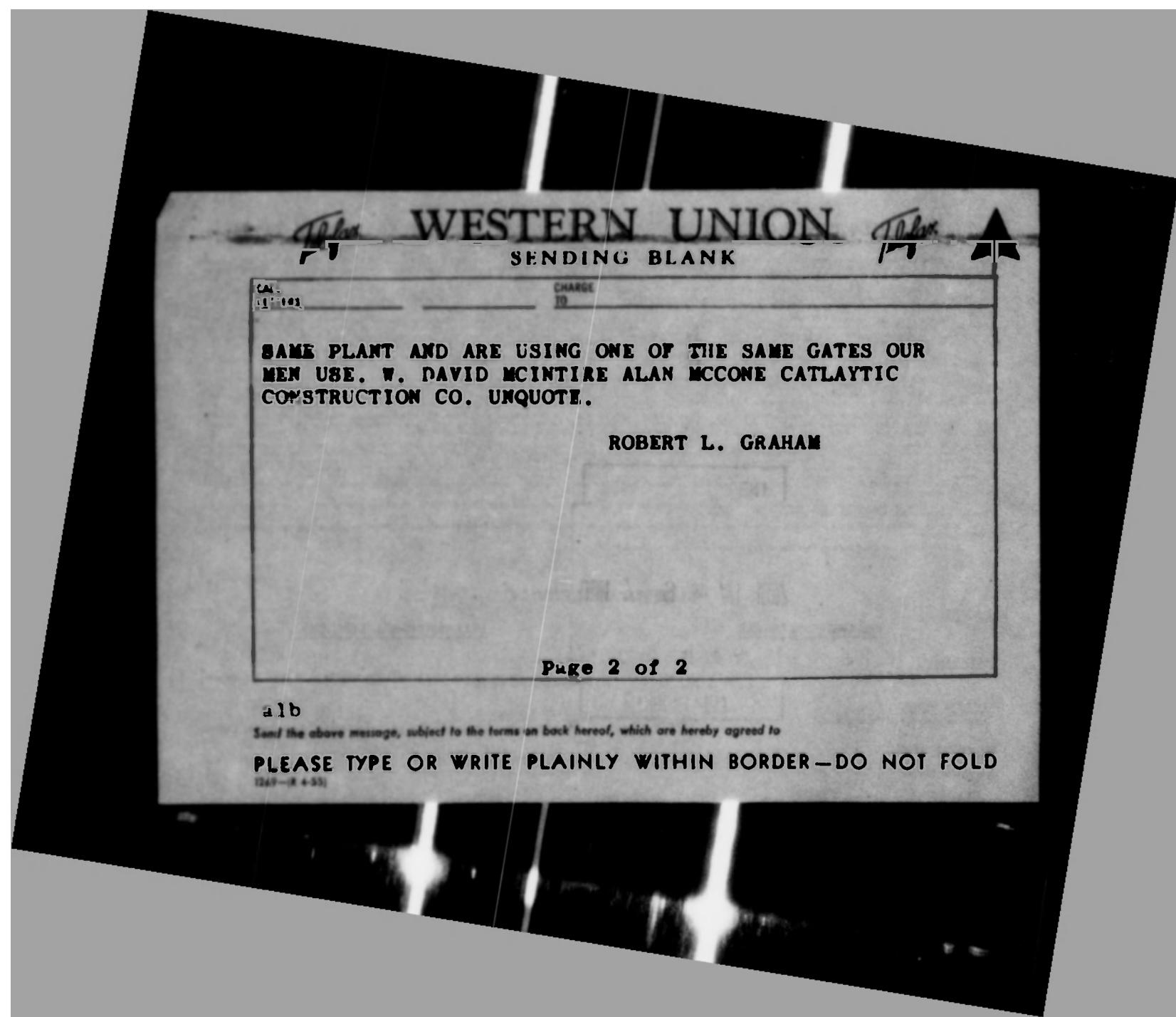
Sincerely yours,

T. Ellwood Webster

T. Ellwood Webster
President

Attachment





ADMINISTRATIVE FILE

Catalytic Construction
Company

X

SUBJECT: FIFTH MONTHLY MEETING
LABOR & MANAGEMENT, TIDWATER MAINTENANCE PROJECT

TO WHOM IT MAY CONCERN:

The fifth of a series of monthly meetings was held between the management of Catalytic Construction Company and the representatives of the various international unions of the AFL-CIO in the AFL-CIO Building in Washington, D. C. on Tuesday, April 23, 1957 at 10:00 a.m. The following persons were present from Catalytic:

A. I. McConn, Assistant to the President
J. M. Gifford, Canadian Personnel Manager
E. J. Hammond, Project Superintendent
W. D. McIntire, Assistant Manager Field Labor Relations
F. P. Flesca, Maintenance Superintendent

Those present from the various international unions included:

Joseph F. Monahan, United Association
John T. Sullivan, Machinists
S. Frank Raftery, Painters
Allen Danrary, Painters
Frank W. Graham, Electricians
E. Stefalo, Operating Engineers
R. Rajoppi, Carpenters
R. W. Schroadar, Sheet Metal Workers
John W. Garvey, Laborers
C. W. Sickles, Asbestos Workers
John Lyons, Jr., Ironworkers
John Kearney, Boilermakers

In the absence of the permanent chairman, Mr. Peter Schoemann, and of Mr. McCutin, the chair was occupied by Mr. C. W. Sickles, President of the International Association of Heat and Frost Insulators and Asbestos workers. The meeting was opened by Mr. Sickles at 10:15 a.m. and he asked that the minutes of the previous meeting be read. Mr. McIntire read the minutes and they were approved as written. The current tabulation of manpower was then given by Mr. McIntire with additional information as to those number of employees hired to supplant the regular crew for a recent shutdown.

Asbestos Workers	18 + 1	Laborers	61 + 0
Bricklayers	0 + 4	Machinists	6 + 1
Boilermakers	15 + 25	Operators	15 + 3
Carpenters	13 + 7	Pipefitters	115 + 30
Electricians	26 + 0	Teamsters	17 + 3
Ironworkers	2 + 0	Millwrights	29 + 1
Sheet Metal Workers	0 + 0	Painters	9 + 0

The chair requested the secretary at that point to change the word Insulator to read properly Asbestos worker.

Mr. Hammond pointed out the highlights of the recent turnaround which was of considerably less magnitude than had originally been planned by Tidewater. The majority of the work was done on the Catalytic Cracker and basically on day shift operations. There were some men used on the second and third shifts but not during the entire turnaround which ran from April 6th to April 14th.

Mr. Hammond further pointed out that the turnaround was completed in a most successful manner and without any complications whatsoever. He did clarify one point; that being that the use of Pipefitter Welders to complete the fractionator tower "button-up" in lieu of Boilermakers. The reason for this was that the "button-up" was of an emergency nature and the time was insufficient to qualify additional Boilermakers. The Boilermakers had not raised a question on the job, however, Mr. Hammond wanted it in the record in the event that a question arose later.

Mr. Hammond then stated that at present there are no additional turnarounds scheduled until the spring of 1958. It is anticipated that at that time, a complete eight to ten week shutdown will take place. This will necessitate the hiring of between 500 and 600 additional employees whose peaks will vary. By this, he pointed out that a shifting of the additional employees will be necessary to handle the shutdown adequately.

With reference to the recently completed shutdown, Mr. Hammond said that our employee level would be back to 275 within the next two weeks.

The present status of the refinery completion is that all units are on stream with the exception of the desulphurization unit which, as has been stated previously will not be completed until next fall, and the coker which is slightly less than 100% complete.

It was pointed out that Braun will be essentially out of the refinery by April 24th but will maintain a force of Painters, Asbestos Workers, Carpenters, and Laborers to complete the insulation and painting work including some clean-up.

Mr. Hammond advised that presently there is a clean-up campaign afoot in preparation of the grand opening scheduled for May 23rd. As scheduled, the Board of Directors of Tidewater Oil is to visit the refinery on the 29th of April and approximately 12,000 visitors during the week of May 23, 24, and 25th.

Mr. Sickles questioned Mr. Hammond as to whether the original thinking of the company had changed wherein his craft is concerned. He pointed out that originally it was anticipated that only a skeleton crew of Asbestos workers would be employed. He is concerned because of the increase in the number of Asbestos Workers over the previous month. Mr. McCone explained that our thinking was the same and that the present increase was because of an insulation "push".

Mr. Denney injected the statement that he understood his trade would be treated in the same way, i.e. that the painting, if in large quantity, would in all probability be contracted out.

Mr. McIntire stated that as initially discussed in the contract negotiations Tidewater has presently sub-contracted the roadwork and landscaping to outside contractors. These two work classifications are a portion of a list of several items which Tidewater retains the right to sub-contract as they see fit. Mr. McCone added that the contracts presently let are to non-union contractors as also originally stipulated.

Mr. Hammond, in adding to the above, stated that there have been instances wherein we have been asked to erect various items which Tidewater Oil Company has had fabricated - but not necessarily by a union shop.

Mr. Hammond further discussed the present practice of loaning out employees on our payroll to the various departments of Tidewater. These loans mean more work for Catalytic without the use of our supervision. Mr. Dennery quast'oned as to whether these men returned to our payroll upon completion of the work to which the answer was "yes".

Mr. McCone raised the point of mixed crews which had arisen in the use of Pipefitter welders in lieu of Boilermakers. The Fitters had asked for Boilermaker wages. Mr. McCone said that he felt under the mixed crew clause of the contract we were not obligated to pay it as the men were still Pipefitters. If, however, they had been hired on as Boilermakers, we would be obligated to pay the Boilermaker rate.

Mr. McIntire, in saying that there were no other company matters to be taken up, turned the meeting over to the unions for discussion. He did say that he would request separate meetings with the Ironworkers, Teamsters, and Laborers.

Mr. Stefalo, of the Operating Engineers, questioned the meaning of the words permanent and temporary with respect to our employees. It was pointed out that there is no such thing as a permanent employee, but that the word had been used for lack of another until it was seen fit to use the more appropriate word, indefinite.

Mr. Monahan questioned Mr. Stefalo as to his status in the meeting. There was considerable discussion on the point with Mr. Stefalo indicating that he had been assigned as an International Representative by the General President. A motion was finally made and passed that if in the future, a General President saw fit to change the personnel assigned to the Tidewater Project, the Secretary should be notified prior to the meeting. It was the general feeling that the appointment of Wilmington local business agents as representatives of the national union in these meetings could lead to embarrassment of other national representatives present. Such appointments might result in limiting free discussion of problems of interest to national officers or the appointment by other unions of their own local representatives to replace national officers.

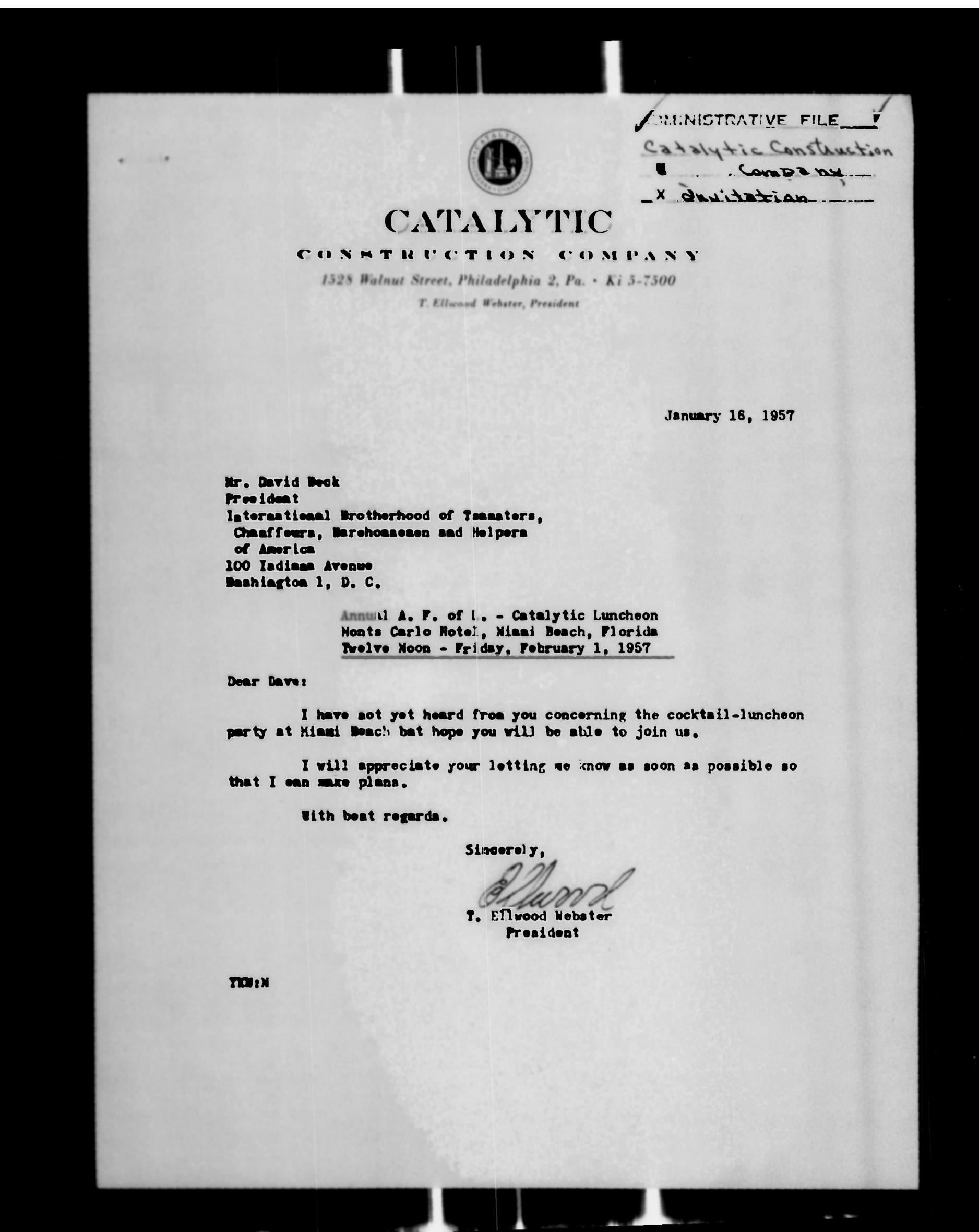
Mr. Kearney questioned the secretary as to a material handling problem which had been raised by the Boilermakers. Mr. Kearney was referred to the minutes of the prior meeting.

There being no further business, the meeting was adjourned at 12:15 p.m. with a motion that a meeting be held on May 21st at 10:00 a.m.

Respectfully submitted,

W. David McIntire
W. David McIntire, Secretary

WDM:maf





CATALYTIC

CONSTRUCTION COMPANY

1528 Walnut Street, Philadelphia 2, Pa. • Ki 5-7500

T. Ellwood Webster, President

December 27, 1956.

Mr. David Beck
President
International Brotherhood of Teamsters,
Chamfers, Warehousemen and Helpers
of America
100 Indiana Avenue
Washington 1, D. C.

Annual A. F. of L. - Catalytic Luncheon
Monte Carlo Hotel, Miami Beach, Florida
Twelve Noon - Friday, February 1, 1957

Dear Dave:

Our annual cocktail-luncheon party this year will be held at the Monte Carlo Hotel during the Executive Council Meeting at Miami Beach, and I hope very much that you will be able to be with us on Friday, February 1st.

As you know, these meetings are quite informal and are not held for the purpose of detailed discussions but to maintain contact with our good friends in A. F. of L. This year we want to talk about the growing field of maintenance work which is at last becoming of real value to A. F. of L. and Catalytic.

Please let me know if you can fit this into your schedule. I am looking forward to seeing you at the luncheon.

With best regards,

Sincerely,
Ellwood
T. Ellwood Webster
President

TEN:S

*AB did not
attend - a.w. 1/19*

ADMINISTRATIVE FILE
Catalytic Construction
Company
X Invitation

January 3, 1957

Mr. T. Ellwood Webster, President
Catalytic Construction Company
1528 Walnut Street
Philadelphia 2, Pa.

Dear Mr. Webster:

It will be my pleasure to accept your cordial invitation to attend the annual luncheon on February 1st, if I am still in Florida at that time. There is a remote possibility that I will have to be on the West Coast immediately after the Teamster General Executive Board closes its annual meeting, and of course in that event I could not be present.

My thanks for your invitation, and with every good wish for the coming year. I am

Sincerely,

EOM:b

Einar O. Mohn, Assistant
to the General President

FROM THE OFFICE OF
DAVE BECK, GENERAL PRESIDENT
INTERNATIONAL BROTHERHOOD OF TEAMSTERS
17 W. JACKSON BLVD.
CHICAGO 6, ILLINOIS
F-2889



CATALYTIC
CONSTRUCTION COMPANY

1525 Walnut Street, Philadelphia 2, Pa. • Ki 5-7500

T. Ellwood Webster, President

December 27, 1956.

Mr. Kinar Mohn
Assistant to the President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers
of America
100 Indiana Avenue
Washington 1, D. C.

Annual A. F. of L. - Catalytic Luncheon
Monte Carlo Hotel, Miami Beach, Florida
Twelve Noon - Friday, February 1, 1957

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Please let me know if you can fit this into your schedule. I am looking forward to seeing you at the luncheon.

With best regards,

Sincerely,
T. Ellwood Webster
T. Ellwood Webster
President

TEN:5

ADMINISTRATIVE FILE
Catalytic Construction Co.

X

X

April 3, 1956

(original re-written)

Mr. T. Ellwood Webster, President
Catalytic Construction Company
1528 Walnut Street
Philadelphia 2, Pennsylvania

Dear Mr. Webster:

On the occasion of the Tenth Anniversary of the Catalytic Construction Company, I wish to offer my congratulations to you and your colleagues. The cooperative relationship between our organizations has been most pleasant and we look forward to many more years of such association.

With kind regards, I am

Sincerely yours,

DB:aw

FROM THE OFFICE OF
DAVE RECK, GENERAL PRESIDENT
INTERNATIONAL BROTHERHOOD OF TEAMSTERS
P-2000



CATALYTIC

CONSTRUCTION COMPANY

1528 Walnut Street, Philadelphia 2, Pa. • At 5-7500

T. Ellwood Webster, President

March 23, 1956

Mr. David Beck
President
International Brotherhood
of Teamsters, Chauffeurs,
Warehousemen and Helpers
of America
100 Indiana Avenue
Washington 1, D. C.

Dear Beck:

When we were in Miami, I believe I mentioned our tenth anniversary book to you. If I didn't, I had intended doing so, and this letter is to ask you to be in it.

CATALYTIC is ten years old this spring. We are marking the event by publication of a modest book entitled "The Catalytic Story", dedicated to the employee and reviewing our accomplishments in the short span of ten years.

We can't, as you well know, tell the story of Catalytic without credit to the A. F. of L. No organization in the construction business could, but particularly not Catalytic which has enjoyed such sound and productive relationships with the unions and their members who do all of our work in the field.

We are therefore asking the Presidents of all the Unions in the Building Trades to give us a short letter of greeting on our tenth anniversary. We would like to reproduce the letter in the book together with a picture. I must apologize for the shortness of time, but if you could let me know by the first week in April, and send a picture of yourself, I would be very grateful.

With best regards,

Sincerely,
Ellwood
T. Ellwood Webster
President

TEN:N

P.S. You get an autographed copy of the book.

✓ADMINISTRATIVE FILE ✓
Catalytic Constructors Co.
-x Butadiene Plant
-x Firestone Tire & Rubber Co.

March 13, 1956

Mr. Murray W. Miller, Chairman & Director
Southern Conference of Teamsters
1522 ICT Building
Dallas, Texas

Re: Construction Butadiene
Plant, Firestone Tire & Rubber Co.,
Orange, Texas

Dear Sir and Brother:

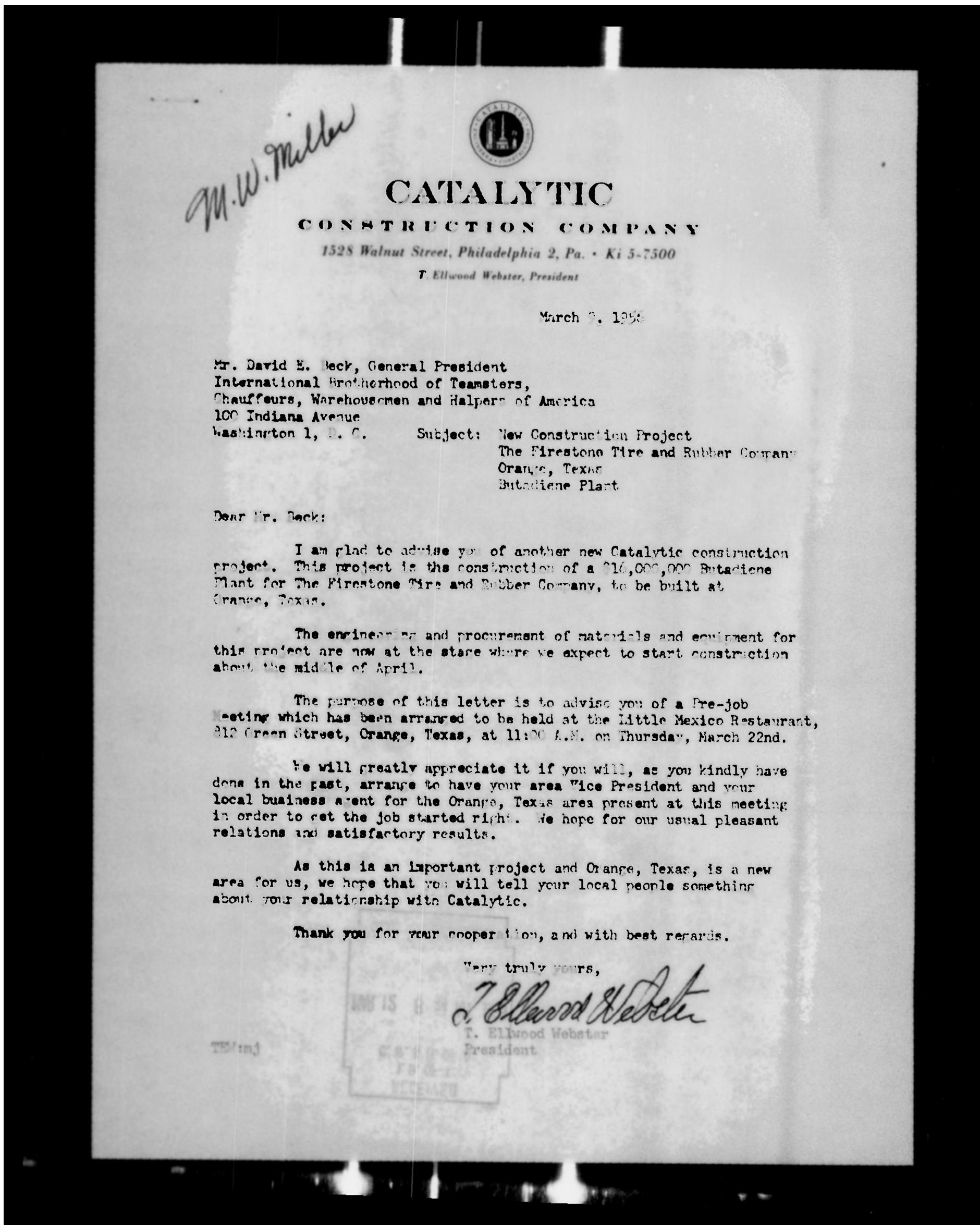
The enclosed photostatic copy of a letter from
the President of the Catalytic Construction
Company is referred for your attention and
appropriate action.

Faternally yours,

Robert L. Graham
Assistant to the
General President

RLG/alb
Encl

FROM THE OFFICE OF
DAVE BECK, GENERAL PRESIDENT
INTERNATIONAL BROTHERHOOD OF TEAMSTERS
17 MARCH 1956
P-2000





CATALYTIC CONSTRUCTION COMPANY

KI 3-7500

T. ELLWOOD WEBSTER, PRESIDENT

1528 WALNUT STREET
PHILADELPHIA 2, PA.

January 4, 1956.

ADMINISTRATIVE FILE ✓
Catalytic Construction
— Company —
X Invitation

Mr. David Beck
President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers
of America
100 Indiana Avenue
Washington 1, D. C.

Subject: Cocktails and Luncheon
Place: Monte Carlo Hotel, Miami Beach, Florida
Time: Twelve Noon - Friday, February 3, 1956

Dear Beck:

I have engaged the same room off the lobby of the Monte Carlo Hotel for our annual cocktail and luncheon party during the Executive Council Meeting at Miami Beach, and I hope very much that you will be able to be with us.

I look forward to these meetings between A. F. of L. and Catalytic, as I think these "get togethers" are not only interesting and pleasant but also result to our mutual advantage.

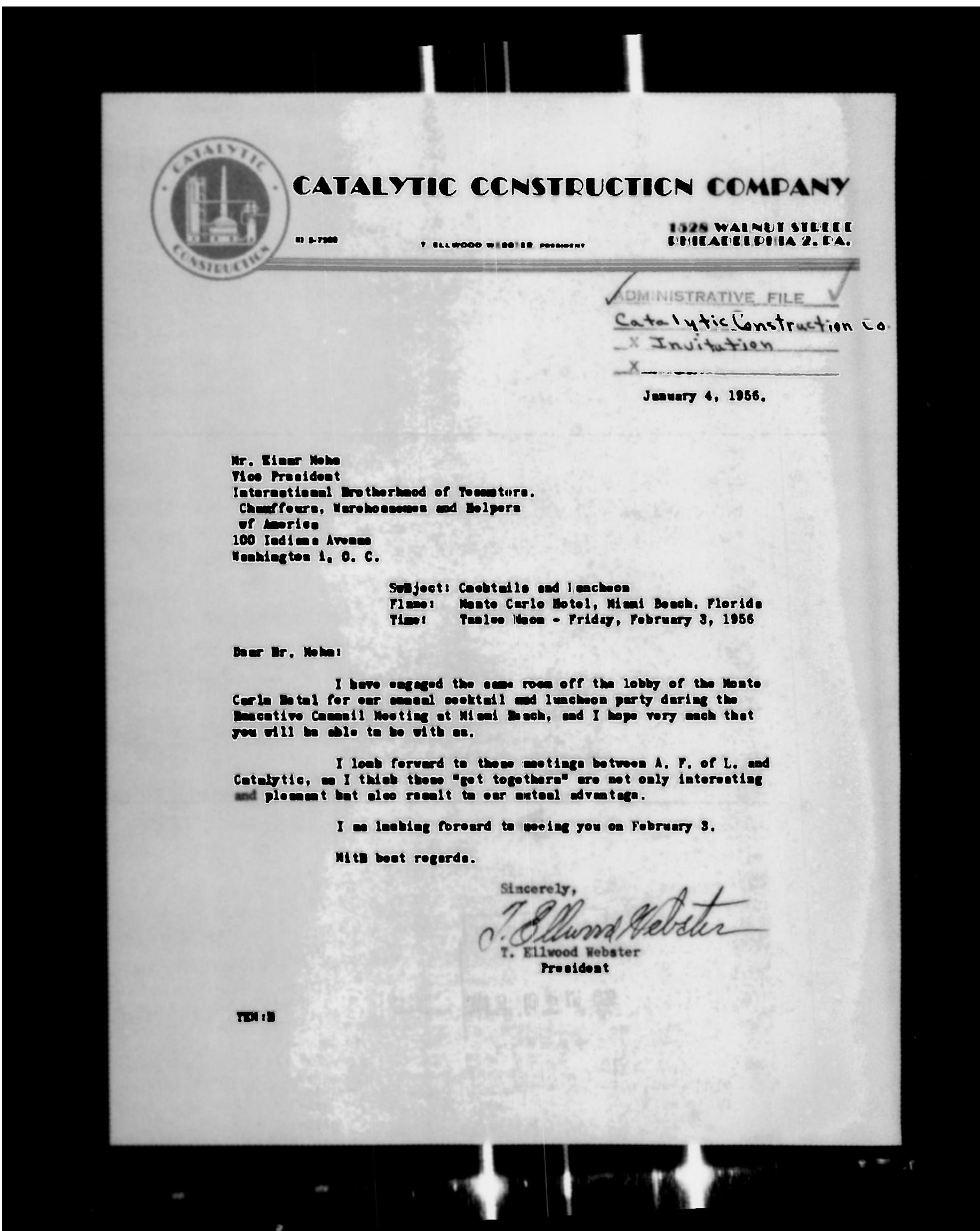
I am looking forward to seeing you on February 3.

With best regards,

Sincerely,

T. Ellwood Webster
President

*D.B.
TEN:N
On calendar.
Mohr & Shirion
will attend, too.
Ann.*



CG-2 PRINTED IN U.S.A.
CATALYTIC
CONSTRUCTION COMPANY

COPY

ADMINISTRATIVE FILE
CATALYTIC CONSTRUCTION
COMPANY
X Sun Oil Refinery
May 27, 1955

Mr. Francis H. Voyer, President
Building & Construction Trades Council
312 Adams Street
Toledo 2, Ohio

Subject: Catalytic Contract #4030
Houdriflow Cracking Facilities
Sun Oil Company, Toledo, Ohio

Dear President:

I wish to thank you personally and all the members of your affiliated organizations for the fine work and cooperation we received on the erection of the Houdriflow Unit at the Sun Oil Refinery in Toledo. This job was completed on schedule and within the estimated cost, and, of course, this could never have been done without the full cooperation of the various unions and your association.

It is certainly gratifying that even after approximately ten years of association with the local unions in Toledo, our relations improve with each job.

Will you please extend our sincere appreciation to the members of the local unions affiliated with the Toledo Building & Construction Trades Council, including, of course, the members of Local #65 of the

Sincerely,
ORIGINAL SIGNED BY
ALAN T. KNIGHT
Alice T. Knight
Executive Vice President

ATK/Joh

700 10 AM 3 18 1955
RE 4-1770
TUESDAY JAN 25 1955

ADMINISTRATIVE FILE
Catalytic Construction Co.
X Sun Oil Refinery
X

March 17, 1954

Mr. James R. Hoffa, Vice-President
International Brotherhood of Teamsters
2741 Trumbull Avenue
Detroit, Michigan

Dear Sir and Brother:

Sun Oil Refinery
Toledo, Ohio
Meeting for Discussion of Project

Enclosed herewith please find two (2) copies of
communication received at this office from the
President of the Catalytic Construction Company,
which is self-explanatory.

It is our desire that you answer this communication
and advise the Company of the names of the representa-
tives who will attend this meeting.

Fraternally yours,

Einar O. Mohn
Assistant to the
General President

EOM-FM:br
Enc.

FROM THE OFFICE OF
DAVE RECK, GENERAL PRESIDENT
INTERNATIONAL BROTHERHOOD OF TEAMSTERS
17



CATALYTIC CONSTRUCTION COMPANY

KI 3-7500

T. ELLWOOD WEBSTER, PRESIDENT

1528 WALNUT STREET
PHILADELPHIA 2, PA.

March 12, 1954

Mr. David Beck, General President
International Brotherhood of Teamsters
Chauffeurs, Warehousemen and Helpers
100 Indiana Avenue
Washington 1, D.C.

Subject: Sun Oil Refinery
Toledo, Ohio
Meeting for Discussion of Project

Dear Mr. Beck:

As you know we have had mutually pleasant and successful work with Sun Oil Company at its Toledo, Ohio refinery, but it has been some time since Catalytic has had a meeting with the area Vice Presidents and local Business Agents.

We have had practically continuous work with Sun Oil at Toledo since 1946, including several large projects. We have now been awarded a new project consisting of the construction of a fluidized catalytic cracking unit together with the revamp of miscellaneous facilities. The project will cost approximately seven to eight million dollars.

We would like to set up a meeting to discuss the work, including your area Vice President and local Business Agent in the Toledo Room of the Commodore Perry Hotel at 10:00 a.m., Monday, March 29th.

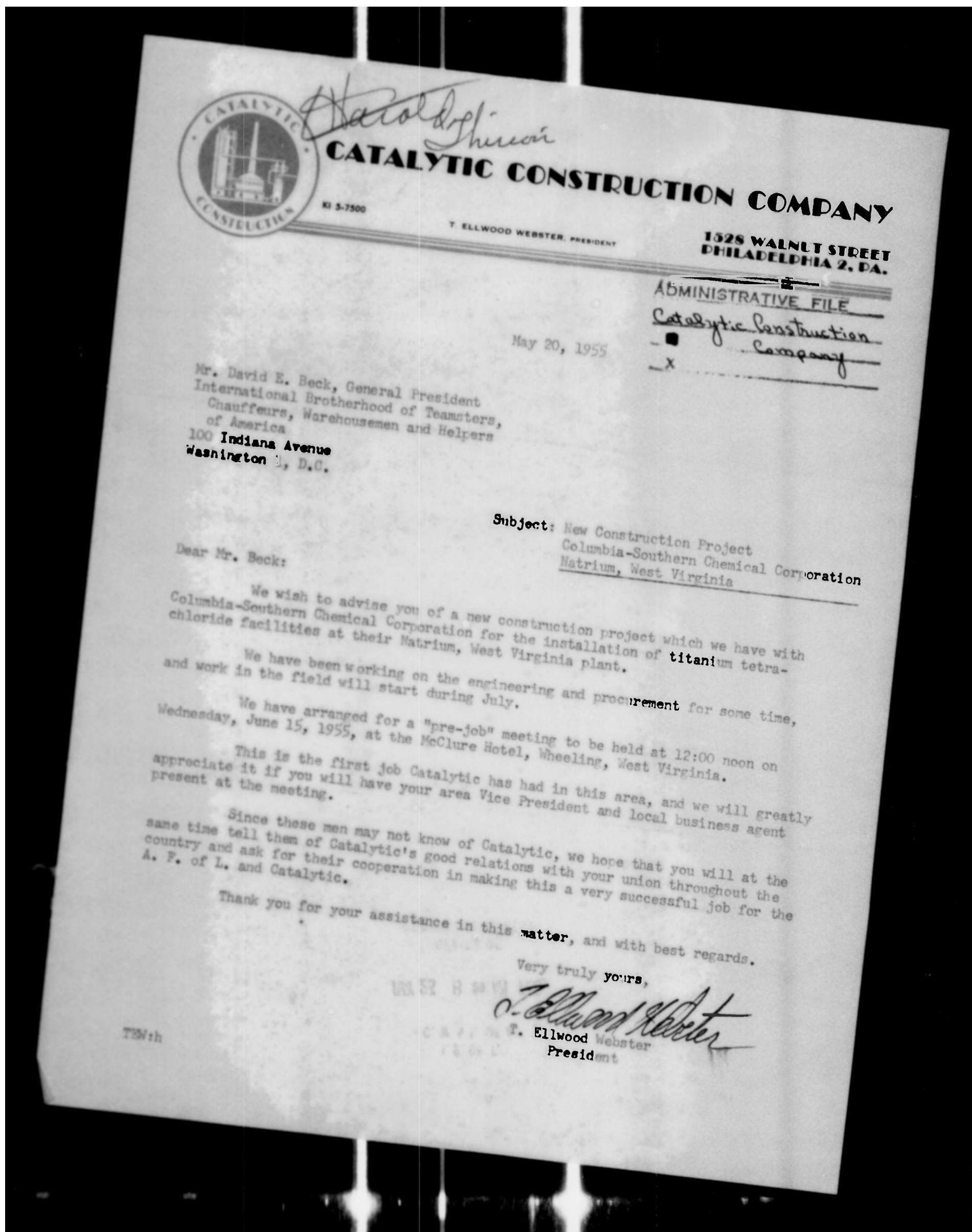
Will you please let me know promptly the names of your representatives who will attend this meeting.

Thank you for your cooperation and with best regards,

Very truly yours,
T. Ellwood Webster
T. Ellwood Webster
President

TEW:M
Orig. and 2 cc.

RECORDED





CATALYTIC CONSTRUCTION COMPANY

KI 5-7500

T. ELLWOOD WEBSTER, PRESIDENT

1528 WALNUT STREET
PHILADELPHIA 2, PA.

ADMINISTRATIVE FILE

Catalytic Construction
Company Inc.
X 2

December 14, 1954

Mr. David B. Beck
General President
International Brotherhood of Teamsters,
Chauffeurs, Warehousesmen & Helpers
of America
100 Indiana Avenue
Washington 1, D.C.

Subject: Cocktails and Luncheon
Place: Monte Carlo Motel, Miami Beach, Florida
Time: Twelve Noon - Friday, January 28, 1955

Dear Mr. Beck:

We are again having our annual cocktail and luncheon party
during the Executive Council Meeting at Miami Beach, and I hope very
much that you will be able to attend.

We would like to invite someone else from your union, possibly
the secretary or whoever you designate. I will appreciate your letting
me know whether you can attend and also the name of the other person
in your union to whom you should send an invitation.

I think our informal get-together last year was interesting
and enjoyable, and I look forward to seeing you again next month.

With best regards,

Very truly yours,
T. Ellwood Webster
T. Ellwood Webster
President

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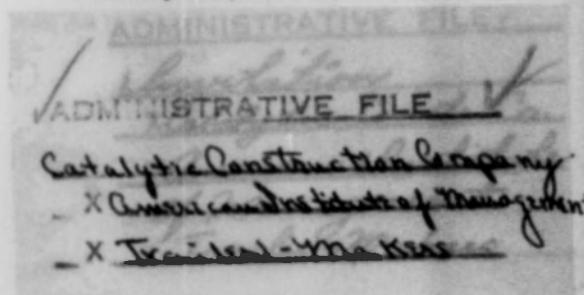
CATALYTIC CONSTRUCTION COMPANY

IS 5-7900

T. ELWOOD WEBSTER, PRESIDENT

1328 WALNUT STREET
PHILADELPHIA 2, PA.

January 27, 1954.



Mr. Dave Beck
General President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers
of America
100 Indiana Avenue
Washington, D. C.

Dear Mr. Beck:

As discussed with your secretary on the telephone
this morning, I am very disappointed that you cannot be with us at
our annual cocktail--luncheon party at the Monte Carlo Hotel on
Friday of this week.

I hope that you will be able to be with us next
year and I look forward to seeing you either in Washington or
Philadelphia in the meantime.

In view of your recent investment in Frushauf,
I am enclosing a bulletin from the American Institute of Management
which I think will be of interest to you.

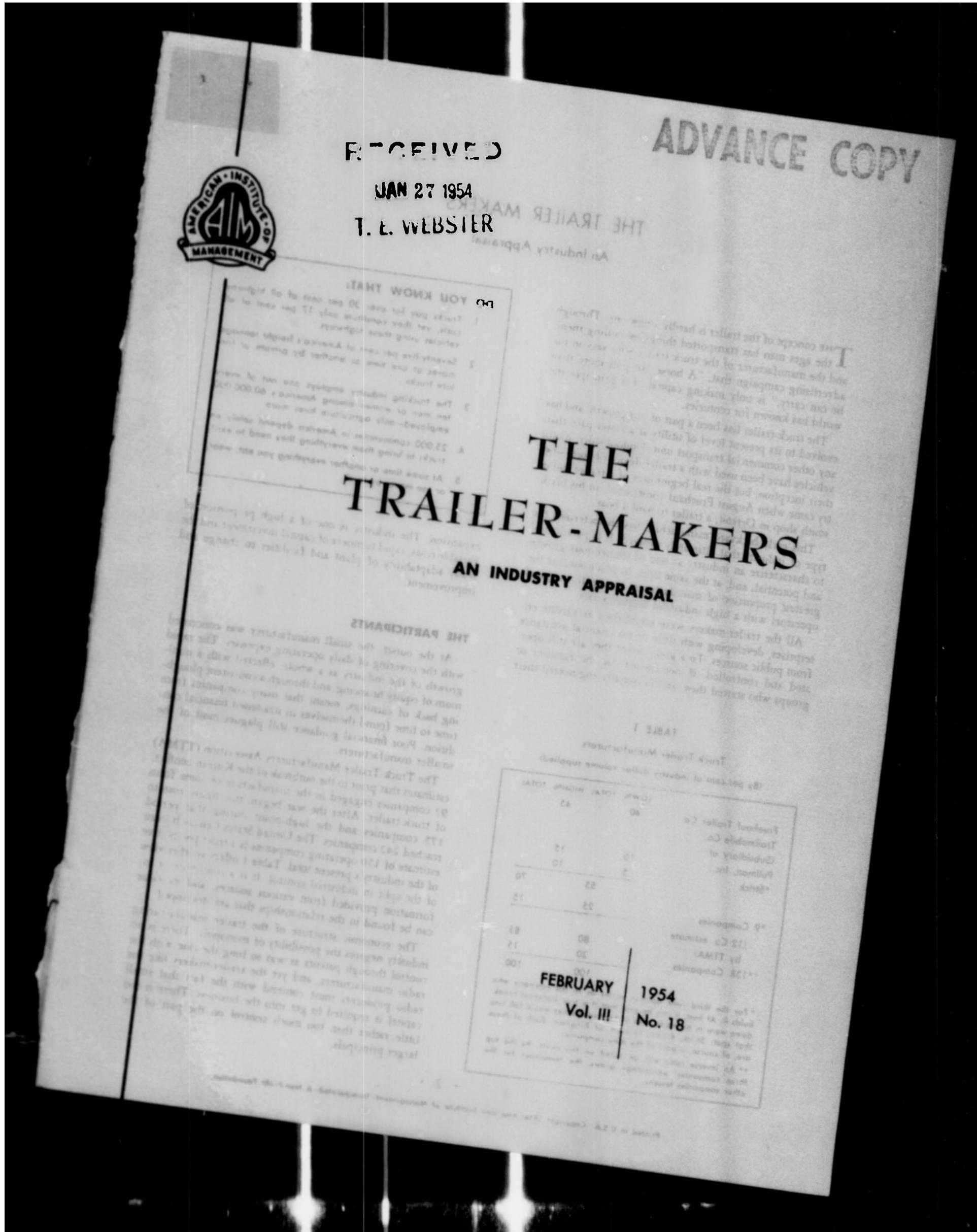
With best regards,

Very truly yours,
T. Elwood Webster
T. Elwood Webster
President

TEN: S

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THE TRAILER MAKERS

An Industry Appraisal



"The concept of the trailer is hardly a new one. Through the ages man has transported things by pulling them, and the manufacturers of the truck trailer who says in his advertising campaign that, "A horse can pull more than he can carry," is only making capital of a principle the world has known for centuries.

The truck trailer has been a part of our growth, and has evolved to its present level of utility at a faster pace than any other commercial transport unit. Undoubtedly, motor vehicles have been used with a trailer device of sorts since their inception, but the real beginnings of a trailer industry came when August Fruehauf constructed, in his blacksmith shop in Detroit, a trailer to haul a boat.

This early backyard manufacturer has characterized the type of industry that attempted to develop. It is paradoxical to characterize an industry as one of tremendous growth and potential, and, at the same time, to point out that the greatest proportion of manufacturers are small, marginal operators with a high industrial mortality rate.

All the trailer-makers were established as private enterprises, developing with little or no financial assistance from public sources. To a great extent they are still operated and controlled, if not owned, by the families or groups who started them and personally engineered their

TABLE I
Truck-Trailer Manufacturers
(By per cent of industry dollar volume supplied)

	LOW%	TOTAL	HIGH%	TOTAL
Fruehauf Trailer Co.	40		45	
Tru-Bimobile Co. (Subsidiary of Pullman, Inc.)	10		15	
*Strick	5		10	
	35		70	
*9 Companies	35		15	
(12 Companies by TTMA)	80		35	
**138 Companies	20		15	
	100		100	

* For the third rank opinion varies as to the company who holds it. At best, it can be said that if a true statistical breakdown were to be made, one of four companies would fall into that spot: Strick, Brown, Gromm, or Kingham. Each of these are, of course, a part of the nine companies.

** An inverse ratio will be noted on this chart. As the top three companies' percentage grows, the remainder for the other companies lessens.

DO YOU KNOW THAT?

1. Trucks pay for over 30 per cent of all highway costs, yet they constitute only 17 per cent of all vehicles using these highways.
2. Seventy-five per cent of America's freight tonnage moves on one mode or another by private or for-hire trucks.
3. The trucking industry employs one out of every ten men or women among America's 60,000,000 employed—only agriculture hires more.
4. 25,000 communities in America depend solely on trucks to bring them everything they need to exist.
5. At some time or another everything you eat, wear, or use moves by truck.

expansion. The industry is one of a high proportion of variable costs, rapid turnover of capital investment and the ready adaptability of plant and facilities to change and improvement.

THE PARTICIPANTS

At the outset, the small manufacturer was concerned with the covering of daily operating expenses. The rapid growth of the industry as a whole, effected with a minimum of equity financing, and through a consistent ploughing back of earnings, meant that many companies from time to time found themselves in straitened financial condition. Poor financial guidance still plagues most of the smaller manufacturers.

The Truck-Trailer Manufacturers Association (TTMA) estimates that prior to the outbreak of the Korean conflict, 92 companies engaged in the manufacture of some form of truck-trailer. After the war began, this figure rose to 175 companies and the high-point during that period reached 242 companies. The United States Census Bureau estimate of 130 operating companies is a truer perspective of the industry's present total. Table I offers another view of the split in industrial control. It is a composite of information provided from various sources, and its value can be found in the relationships that are developed.

The economic structure of the trailer manufacturing industry negates the possibility of monopoly. There is no control through patents as was so long the case with the radio manufacturers, and yet the trailer-makers like the radio producers must contend with the fact that small capital is required to get into the business. There is too little rather than too much control on the part of the larger principals.

Industry Appraisal

DEVELOPMENT of the trailer industry has been well World War II emphasized the importance of truck-trailers in the transportation of material in this country. Not only was the public made aware of the necessity for transporting defense goods by truck-trailer because it was faster, but they were made to realize that almost all of their food, clothing, housing material, fuel, etc., was also handled at one time or another by truck trailer. The government itself became trailer-minded, as evidenced by the use of trailerized equipment in the form of cargo units, gasoline trailers, tank trailers, lumber, radar and electronic units, gun mounts, laundry units, machine shops, mobile sub stations, and many other types.

Refrigerated trailers have recently increased in usage, since it is now possible to provide units with a range of temperatures down to twenty below zero. This means that any type of food may be handled, including concentrated fruit juices, ice cream and other commodities requiring low temperatures, as well as meats, dairy products and vegetables in the higher temperature ranges. This has been possible because of improvements in the mechanical refrigeration units themselves, as well as the development and installation of better insulation. These insulation are now virtually all fiber board, vermiculite, lighter in weight and with a lower thermal conductivity factor.

There has been a good word increase during the past number of years in the use of platform loading and the use of fork lift trucks on the loading docks. Better floors were developed in the form of aluminum extrusions, composite construction of steel and wood, and, especially for the refrigerator units, a corrugated stainless steel mat type of floor. Other improvements include larger used keels for continuous mountain service, lighter and wiring that can be serviced from the outside of the trailer, plastics for bushings, gaskets, shingles, doors and linings, adjustable king pins and underconnections to make it possible to carry maximum loads in the various states even though the laws may be radically different.

Many new types of trailers have been developed to haul a specific commodity heretofore considered impractical to transport by truck trailer. These include bulk flour and cement in tanks equipped with "air-sides" to permit quick and efficient discharge under low air pressure. Tanks equipped with burners and heating tubes are now used to haul asphalt. Stainless steel tanks for milk, acids, and liquid food products are now commonplace. In fact, plastic tanks are undergoing tests and are already in use experimentally.

The variety of products carried by truck-trailers has increased greatly during the past few years, ranging from the heaviest machinery type of commodity to the very lightest—popcorn for moviehouses. This means that the average weight per cubic foot of freight handled today is much lighter than it was ten years ago. Consequently, there is now a demand for greater cubic content in trailers. A 30 to 32-foot trailer was considered a long unit ten years ago, but now 35-foot overall lengths are common, and 40-foot lengths are becoming popular in certain western states where the law permits.

New high cube units are being built to the longest legal length, height and width with flat type roofs and approximately square inside corners to permit the greatest usable cargo space. They will be available in aluminum as well as steel and could possibly mark the beginning of a new trend in transportation vehicle design.

The great concern of the trailer builder today is not a question of whether he will be able to develop and produce the type of equipment required to haul various commodities, but how can this equipment be taken over the present inadequate and highly congested roads. The automotive transportation industry is already far ahead of our highway system, so far ahead that it is of serious concern to every citizen in the country. We have progressed a long way in the development of transportation equipment during the last ten years, but our highways have not kept pace with this progress. Roads must be built that will handle our modern transportation requirements, particularly if we are going to have dispersal safety from atomic bombing.

SIZE OF THE INDUSTRY

With the Motor Carrier Act of 1935, the trailer industry started on a period of fairly steady expansion. The war years and defense production contracts in the 1940's gave the trailer industry the needed impetus to forge ahead.

The growth of the trailer as compared with the truck can be seen by a comparison of operating units for 1939 and 1952. In 1939, of the 4,300,000 commercial hauling units in the United States, 136,000 were truck-trailers, or three percent of the total. In 1952, with 9,900,000 total units, 535,000 were trailers, or 5.4 percent. These statistics, viewed on another basis, provide an even more significant picture. The period 1939 to 1952 presented a 120 percent increase in total truck and truck-trailer units on the road, while the truck side showed a percent increase of 115 percent, the trailers showed an increase of 293 percent.

The Bureau of Public Roads, United States Department of Commerce, reports that in 1936 trailers carried 13.7 billion ton miles, increasing to 91.4 billion in 1950. From 1937 to 1938 (a depression period) the ton-miles of freight carried by trailers increased 10.8 percent, and from 1948 to 1949 (another period of depression) there was an increase of 9.6 percent. Since these last two periods were general recession times in the over-all economy, there is an indication that influences for growth in the industry are relatively independent of moderate fluctuations in business activity. The American Institute of Management believes that this will continue to be so.

Viewing the results from another perspective, the proportion of ton-miles carried by trailers to the ton-miles carried by the total of rail-highway shows, 3.7 percent for 1936, then 4.6 percent for 1940, then 12.9 percent for 1950. The trend is still upward.

Reflected in these increases are: (1) growth in the size of the average load; (2) reduction in the percentage of miles run empty; and, (3) growth in the vehicle-miles per year. The third factor is considered to be the most im-

Industry Appraisal

Legal requirement of the trailer industry to submit production records to the War Production Board.

Years	Production (units)	Total Value	Average Value
1923	11,460	\$ 4,346,722	\$ 371
1925	12,823	6,937,004	384
1927	10,739	7,212,074	665
1929	22,406	10,816,120	483
1931	12,647	9,556,432	756
1933	7,438	4,543,100	614
1935	18,998	17,995,755	952
1937	21,247	17,366,467	825
1939	34,162	28,034,251	1,075
1940	27,118	—	—
1941	41,869	—	—
1942	79,920	—	—
1943	106,803	—	—
1944	209,441	—	—
1945	33,266	—	—
1946	76,234	151,304,063	2,075
1947	53,112	138,404,615	2,450
1948	44,441	139,973,623	3,200
1949	33,097	119,098,080	3,601
1950	65,617	229,685,000	3,500
1951	67,384	245,315,000	3,650
1952	58,078	220,000,000	3,950

The increase in average value, particularly since the war, does not mean increased prices, but rather it reflects an increase in trailer size and capacity. A trend toward heavier axle loads, larger trailers, and more specialized types (air suspension, etc.) contributes to the pre-war types) helps to account for the increase in volume. Data for prewar years are from Bureau of Census. Wartime figures are from War Production Board records and cover unit production only.

Sources: TMA

portant variable, the one most likely to influence further growth potential.

Another factor in the production picture is the replacement market. The great increase in the number of trailers in operation has created a 40,000 a year replacement market. Since the average life of the trailer between 1940 and 1951 was 11.60 years, and since peak trailer efficiency seemingly warrants a seven year life, the potential of this replacement market is apparent. But the true growth of this phase of the operation is now contingent upon the active educational program conducted by the companies' sales departments. Simple obsolescence is now the major factor as the operator's consideration of replacement. Efficiency is not or, at least, has not been, the issue. Cases have been all too frequent where vehicles have operated on the highways with trailers twenty and thirty years old.

The automobile industry, early in its history, recognized the importance of the used car trade to its total business climate and set standards of procedure on an industry level as an instrument for mutual benefit and integrity. The Automobile Blue Book has no counterpart in the trailer industry. There is an attempt to standardize procedure for trade-in business at Pruchauf, where they have formulated a seven-year peak road efficiency and a three-year herald service usage in a ten-year life for the average trailer. But the various companies operate independently, and, in this area where an effective association would be

the proper coordinating agency, each is required to set up complicated internal procedures to handle the valuation of every case. This situation could prove a major deterrent to any development of the replacement market as the important factor for the future.

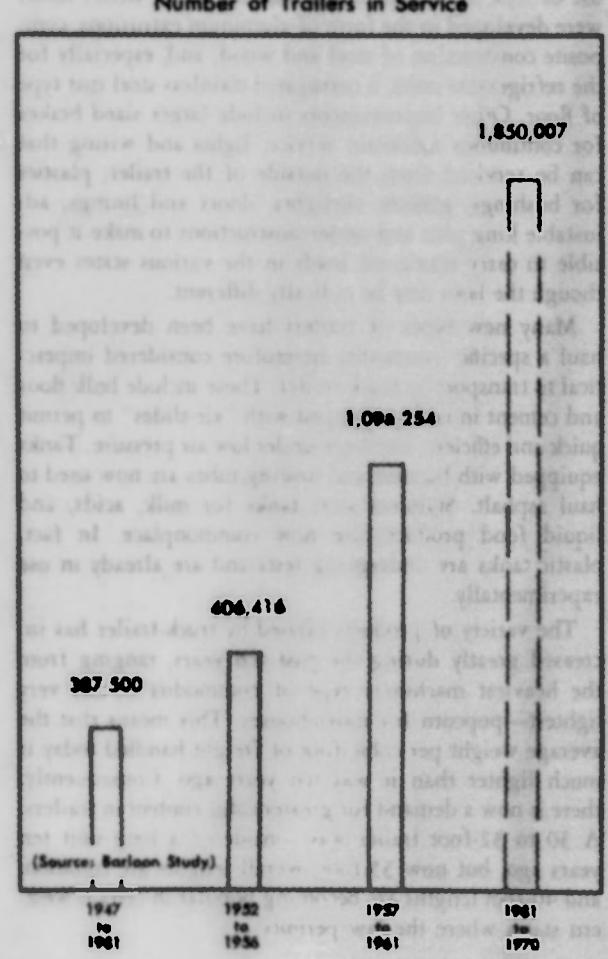
THE GROWTH POTENTIAL

The future for the trailer manufacturing industry has been statistically analyzed in a study prepared by Prof. Marvin J. Barloon, Western Reserve University. This report, *Outlook for Highway Freight and Trailer Production*, was presented at the Truck-Trailer Manufacturers Association's 12th Annual Convention in January of 1953.

It was assumed, for the purpose of Prof. Barloon's treatise, that there will be a relatively high, stable business climate, and that there will be no major war. Barloon's major conclusions were: (1) an annual new order construction of 70,000 freight carrying highway trailers each year from 1952 to 1956; (2) a corresponding total annual output of 130,000 in the same period, including back order fulfillment; (3) a total annual output of 160,000 trailers in an average year from 1960 to 1970.

There is a most important area of growth that should be given serious consideration—the piggy-back opera-

TABLE 3
A Projection of the Average
Number of Trailers in Service



Industry Appraisal

Piggy-back is a combined rail-road trailer haulage, in which trailers are loaded upon flat cars, transported to their destinations by rail, and picked up for terminal delivery by a new team of trucks. That of course, is merely a description of the mechanics of the operation. The ramifications are infinitely more far-reaching. "Piggy-back" is not a new concept. The New York, New Haven and Hartford Railroad offers a sixteen year history. This history has been stormy, since it called for the banding together of two major forces whose competitive battles are known.

Piggy-back is the opportunity for the railroads to draw back much of the business lost during the tremendous growth of the trucking industry. It is the trucking industry's opportunity to further add to its broad usefulness, yet, until recently, all of the highly individualistic factions involved, the railroad, the truckers, the rail brotherhoods, the teamster unions, have seemingly viewed this measure as an abomination. The battles have been often and intense, but at last the rivals are suddenly seeing the dramatic portent of this new cooperative enterprise.

Largely responsible for the better atmosphere regarding piggy-back has been General Motors, who with the assistance of the Pennsylvania Railroad, has developed a flat car over 70 feet long capable of handling two of the 35 foot highway trailers. Previously the flat cars, as employed by the New Haven Road, could carry only one of the large trailers. This development is of the greatest significance.

Knowing the growth potential inherent in such a large operation, but also having watched a long period of strife between factions, the trailer makers have taken no united position secure in the knowledge that piggy-back is inevitable. One company which may benefit from the acceptance of the piggy-back idea is Pullman, Inc., which, in acquiring the Trailmobile Company, and in the preparation of a new flat car design ready for production on demand, is in a good position. The other trailer makers are functioning in a "wait-and-see" atmosphere.

The 25,000 communities and the many outlying districts would still be served by the truck-trailer, but enormous quantities of material could be transported and made available at one time. In addition, if state weight regulations, at the period when piggy-back becomes an important force, were still as stringent as they are now, the problem of uniformity of loads would be solved.

The need for standardization of equipment would become even more imperative, and systems of equipment interchange would also need to be standard. These latter two problems again show the need for an effective industry association for unified, mutually beneficial effort.

TRUCKING REGULATION

The trailer-makers are not involved with complex federal regulation except as it applies to all manufacturing industry. The prevailing opinion on the part of the trailer-makers is that federal jurisdiction, as it affects their customers, must be accepted in cases involving commerce between states or countries. They do, however, feel that the form of this control has some inequities, since the Motor

Carrier Act of 1935, now cited as Part II of the act which formed the Interstate Commerce Commission, is philosophically allied with railroad regulations. In terms of economic structure these two forms of transportation are not consanguineous; the physical necessity of maintaining railroad standards for efficient nation-wide service, and traffic coordination are problems that lend themselves to control by separate agencies.

The trailer manufacturers feel that safety regulation and the establishment of fair and equitable standards are properly within the government's jurisdiction, and there is much similarity in this area between trucking and railroading. But, however similar they may be, the Commission should be cognizant of the variances. It is not. Recent bills introduced in Congress have been aimed at correcting the prevailing situation, but as yet legislative action has not altered conditions. The hope of the trailer-makers lies in two solutions:

The first of these is that the present work load before the ICC will negate the possibility of their dealing with the motor carrier problems necessitating the creation of a special subcommittee or, possibly, a special trucking commission. Before outlining the second solution, which not only concerns federal regulation but also state restrictions, it is well to consider the nature of state control. The question has two prime aspects: the first governing the laws of size and weight, while the second relates to special taxes and fees for firms operating in interstate commerce. Both of these vary from state to state.

Under the heading of financial barriers in our analysis of the nature of state control falls the whole question of special taxes and fees. The multiplicity of state taxes, and the levels of tax-burden imposed on the highway-transportation industry by the various states, are now, and appear likely to remain, controversial subjects. Many motor vehicle operators consider lack of reciprocity a barrier to interstate hauling. Operating costs may conceivably rise to such a point that continued interstate operations would no longer be profitable.

In 1940, thirty-seven states had authorization to enter into reciprocal agreements; the remaining eleven had no

TABLE 4

ICC Regions	Average Power Unit (\$ per unit)
New England	\$ 879
Mid Atlantic	876
Central	1100
Southern	1365
Mid North West	1191
Midwest	1098
Southwest	1054
Rocky Mountain	1703
Pacific	1463
National Average	1119

(Source: Report to ICC)

Industry Appraisal

such authority from their legislatures. It is generally felt that uniformity through reciprocity is more likely to develop on a regional, rather than a 48-state basis.

As becomes apparent, the second solution towards bettering the regulatory influences for truckers is uniformly among states. This problem has a long history of mediation. As far back as 1913 agencies accepted the issue with concern, but the most that has resulted has been flimsy agreement by the states to liberalize restrictions in order to permit a more adequate climate for motor transport. The true hope lies in the regional approach with uniform standards as the likeliest force for improvement.

PUBLIC OPINION FACTORS

The matter of public opinion is a most difficult one to analyze, since the factors presented from all quarters are paradoxical. Summed up, the area of the trailer makers concern is principally that of the public roads. The many programs that have evolved in obtaining public understanding of their problem have merely been extensions of this one issue.

In the minds of those interested in stemming the growth of this industry, heavy trucking is the chief factor in the deterioration of our highways. There is, however, no authority who can definitely and authoritatively state that motor haulage is the culprit, though there have been many attempts.

One of these attempts, the Maryland Road Test, conducted recently, under the auspices of the Highway Research Board, gave a one mile stretch of road the equivalent of twenty years use in a control period of time. The results, as viewed by the advocates of restrictive highway freight haulage, proved conclusively that this usage was detrimental. But in an independent analysis of the results by John S. Worley, professor emeritus of transportation engineering at the University of Michigan, and in a subsequent letter to Mr. Fred Burgett, Director of the Highway Research Board, it was pointed out that:

1) ... these tests were conducted on a pavement which, with the exception of the granular subgrade on the south end, was admittedly deficient in a most important component of the road structure.

2) ... as was expected the road pumped and instead of correcting this defect or discontinuing the test as not representative of properly constructed pavements, the test was carried to conclusion with purposeful intent to cause failure.

3) ... instead of pointing out that the test road actually measured the rate at which predestined failure would take place, these tests are being presented as representative of concrete pavements in general and used in an attempt to convince the general public that highway construction has reached the limit of its capacity to carry the loads of modern traffic. This conclusion is being broadcast in complete disregard for the most significant result of Road Test One MD, namely that not a single structural crack developed in concrete slabs built on non-pumping granular subgrade."

This points out the fact of controversy, but does not negate the fact that public roads will continue to be a substantial issue in the public relations problems of the trailer-makers, and that the proper solution to the problem has not been found. Another potent area is the industry's attempt for effective statute opposed to the railroads. Though truck-transportation has made severe inroads in the rail transportation picture in our economy, the railroads' position of power is quite solidified. They have, historically, played a vital role in this country's development, and from this has grown the strong lobbying forces they employ. The trailer makers, on the other hand, argue, through the trucking industry, that today they are the force employing more people than any other industry in our economy except agriculture, and that their voice should be heard and heeded.

The industry, as individual companies, has sighted in this direction, but here, again, comes the importance of effective unit endeavor. It is a sad note that within this industry there is no one association strong enough to speak for all. The reasons for this situation are many, but, the prime one seems to be that the companies do not sufficiently empower their association. It is not enough to organize as the industry has done. The confidence and active participation of the membership is imperative.

THE LEADER

Having noted the disordered nature of this industry, characterized by a heavy centralization in a few companies, our study requires a portrait of one of these companies, pointing up the corporate factors that have developed in at least one instance. The Fruehauf Trailer Company falls heir to this analysis by virtue of its unique position and the availability of its corporate statistics. Since 1914, this company has been the industry leader in manufacturing, research, sales, and service. The company has trained a great many of the industry executives. It is, today, the only publicly-owned corporation devoted exclusively to the manufacture of truck-trailers. As a result of our comparative management audits, it is ranked as one of the American Institute of Management's 348 excellently managed companies. (See AIM'S *Manual of Excellent Management*).

The Fruehauf story, which is in turn the story of the truck-trailer manufacturing industry, can best be told by operating statistics, which are shown in Table 5. Sales for 1953 projected at near the \$200,000,000 mark show the peak to date in this ever-growing business. Military demand and increased commercial volume through growing acceptance of the importance of motor transport have been responsible for the growth of the company, but Fruehauf has not been content to allow circumstances to be the only criteria for growth. Viewing a circumstantial factor, military requirements, and a company-inspired factor, replacement parts and service, in relation to the latest gross sales, it is found that government production accounted for 25 percent and the replacement-service business for 17 percent. This is indicative of Fruehauf's efforts to keep a

Industry Appraisal

able sales position regardless of the type of demand incidentally, Fruehauf is the principal supplier of trailers for graded automobile battery mechanisms, business of enormous importance.

Fruehauf has set the pace, not merely in its own industry, but as an example for others, in its transformation from a manufacturer-distributor operation into one of branch owned and operated sales and service divisions located in some 77 cities in the United States and Canada. Realizing that parts and service have become increasingly important to the retail economy, this development, initiated by Fruehauf, is now being undertaken by other important factors in this industry. Whereas every automobile manufacturer distributes nationally through dealer organ-

izations, trailers are distributed at the manufacturers' level. There is no significant independent retail organization for the sale of trailers. A major reason is the capital involved in establishing an independent dealership with the required expensive service facilities. Proprietorship money in big amounts is just not generally available. Fruehauf has met this problem by establishing seventy-four sales and service branches throughout the United States, in addition to three in Canada. Service is performed not only for Fruehauf equipment but for all makes and affords direct and continuous contact with the entire trade. The installations of a modern Fruehauf branch bear a strong resemblance to a typical factory, and none whatever to the neighborhood garage. Fruehauf Finance Company (a one

TABLE 5
Fruehauf Trailer Company
Operating Statistics for 30 Years

(Dollars in Thousands)

YEAR	Sales Total \$	Depreciation and Amortization \$	Gross Profit \$	% To Net Sales	Earnings Before Income Taxes \$	% To Net Sales	Federal Income Taxes \$	Net Earnings After Income Taxes \$	% To Net Sales	Working Capital \$	Share- holders' Investment \$
1923	\$ 567.6	\$ 0.0	\$ 127.8	22.5%	3 41.7	7.4%	\$ 3.4	\$ 30.3	4.8%	\$ 152.2	\$ 269.0
1924	726.0	10.9	194.7	26.5	73.9	9.9	9.1	63.8	8.7	167.3	340.9
1925	1,215.2	13.8	313.9	25.8	142.1	11.6	17.9	125.2	10.3	227.9	476.9
1926	1,696.6	18.6	374.2	23.3	194.6	12.1	26.3	168.2	10.5	422.2	642.3
1927	1,810.4	23.0	460.3	33.9	310.1	12.1	29.4	180.7	10.4	589.4	913.4
1928	2,034.0	39.4	913.1	32.3	356.3	11.5	41.5	205.3	10.1	1,112.2	1,537.0
1929	3,759.5	54.5	986.6	36.3	112.7	3.0	14.9	90.7	2.6	446.2	1,578.9
1930	2,767.2	73.7	799.4	28.9	119.9	4.3	16.9	102.0	3.7	1,000.7	1,607.3
1931	2,060.2	75.1	800.1	37.7	122.6	4.1	16.0	106.6	3.6	1,077.4	1,508.4
1932	2,232.3	66.4	654.0	39.3	22.9	1.3	8.3	20.4	0.9	1,022.0	1,546.3
1933	2,119.8	47.2	642.9	36.6	36.2	2.3	15.9	40.2	1.7	1,129.6	1,558.2
1934	2,306.7	50.7	794.7	33.6	108.6	3.0	17.5	83.1	3.5	1,190.0	1,597.9
1935	6,243.1	26.2	1,439.8	22.0	493.5	7.9	114.4	279.4	6.1	1,725.3	1,955.7
1936	6,706.6	82.6	2,340.3	32.4	1,426.5	14.8	562.3	873.2	9.0	2,567.8	2,751.6
1937	9,932.2	93.8	2,942.2	27.1	614.3	8.4	99.7	514.6	5.4	4,802.4	3,789.3
1938	6,572.8	98.5	1,782.3	27.1	208.6	4.7	44.0	364.6	4.0	4,425.6	4,007.2
1939	14,878.6	136.4	4,922.2	32.2	2,294.4	15.4	465.4	1,829.0	12.3	5,024.0	5,421.6
1940	10,912.1	184.4	3,004.4	29.3	2,227.0	11.9	673.3	1,653.7	8.9	7,690.1	10,147.1
1941	34,276.1	271.4	10,201.9	29.3	5,432.9	15.9	2,206.6	2,226.3	6.5	7,307.1	11,206.7
1942	38,708.5	512.4	8,630.4	22.3	5,220.5	13.5	3,140.0	2,000.5	5.4	8,196.0	12,491.1
1943	60,395.0	584.5	18,706.3	17.7	6,801.1	11.3	4,187.2	3,613.9	4.3	8,690.7	14,160.3
1944	70,004.6	720.0	12,599.1	18.0	6,661.9	9.2	3,965.1	3,300.3	3.6	13,057.8	19,363.9
1945	71,087.0	891.8	12,060.0	18.0	6,090.2	8.5	3,905.3	2,104.7	2.1	14,960.2	22,600.0
1946	76,630.4	620.9	17,930.2	23.4	8,832.7	11.5	2,350.0	5,482.7	7.2	30,943.8	39,233.7
1947	64,657.0	892.0	18,298.8	21.0	7,226.4	8.3	2,745.0	4,481.4	3.3	32,568.1	42,411.4
1948	66,730.0	1,124.0	19,122.4	23.6	8,700.1	10.3	3,319.0	3,301.1	6.4	39,301.7	43,567.3
1949	77,421.9	1,164.2	14,022.0	18.1	4,411.3	3.7	1,606.0	3,805.3	3.6	36,713.6	45,254.9
1950	127,602.0	1,146.2	20,007.2	22.6	10,130.0	14.2	9,505.0	8,620.0	6.0	29,671.3	49,875.3
1951	186,162.0	1,214.6	27,877.6	17.9	13,380.1	8.5	7,030.0	6,210.1	4.0	42,705.4	53,331.3
1952	155,727.2	1,226.3	24,139.3	15.5	10,491.5	6.7	4,780.0	3,711.3	3.7	42,822.9	55,662.1
1953*	164,000.0	1,350.0	26,000.0	19.0	14,001.0	7.0	7,200.0	6,000.0	2.4	43,000.0	59,000.0

* Estimated by American Institute of Management

Industry Appraisal

billion million dollar corporation), handling metal parts as an owned and operated subsidiary, accounts for 60 percent of the company's gross volume, and is another factor Preischau has developed to meet the growing competitive change in its industry.

The company's industry position has been secure in the past decade, maintaining approximately 40 percent of the dollar volume, and despite the anticipated decline in industry production in 1954 and intensified competition, its present dominant position and management awareness insures full participation in the industry's long term growth.

The management has achieved substantial accomplishments in relation to its opportunities and difficulties. Operating with small capital in the face of almost overwhelming increases in product demand, management has not allowed this to impede sales. However, increased stock capitalization would have been wise.

The company has maintained a continuous common dividend for the past twenty years, but the market history of the common stock of Fruehauf has been lacking in vitality despite the corporate record. We incline to the belief that this has been due largely to the unambiguity of association with the trailer makers.

In the past year most manufacturers of commercial vehicles have encountered earnings difficulties while Fruehauf has been able to come more than in the previous year. Fruehauf common sells at twenty times to yield over 8 percent on a \$2 annual dividend supported by our estimate of net earnings of \$4.50 a share for 1953. Thus, lack of familiarity with the industry developments has seemingly left investors willing to allow Fruehauf common to now sell at five times last year's earnings per share, while in 1945 the stock sold at twenty-two times earnings, in 1947 at twelve times earnings and in 1949 at thirteen times earnings. Higher earnings per share have not been translated into higher prices per share despite the fact that earnings in 1954 should be larger than dividends in any quarter, based on our estimates.

Fruehauf obviously has suffered from a lack of stock market sponsorship, the main being in our judgment at least partly due to lack of comparisons in an unfamiliar industry. This is, of course, a management matter and needs correction.

THE PROBLEMS

The trailer-makers have only laid a foundation for their industry, and the longer term outcome is excellent both here and abroad. However, the degree of their accomplishment is dependent on the good handling, at industry level, of eight basic problems, which are these:

- 1) The Truck-Trader Manufacturers Association needs

clearer objectives, better company participation, and unity of support.

2) Fruehauf and Trailmobile as the two leaders must both jointly and separately, assume the real responsibility of their positions, as General Motors and Ford do in their industry.

3) The industry must become better identified, and better regarded, which will strengthen commercial banking ties and public acceptance of securities in the market so as to provide a healthy expansion.

4) The trailer-makers must aid in the improvement of management and economic function of the truckers. Manufacturers are known by the customers they keep. Ask any insurance man about the truck transportation business and he will tell you the insurance risk is unduly high.

5) The trailer-makers have been oblivious to public opinion, particularly as regards the placing of large vehicles on public roads. They must make the public see the necessity for this as a national matter, and they must show that they pay their own way. How many people know that the license for one interstate truck trailer can cost \$2000 annually in Wisconsin alone?

6) Some of the smaller trailer-makers have extended credit to many that are not entitled to credit and have taken advantage of inexperienced banks in the process. The unfavorable results have brought discredit on the entire industry. While a man will retain his part payment automobile as a social matter, a trucker will not hesitate to forfeit title to a trailer in which he may have as little as ten percent invested, or in some cases nothing at all, with no further use for the vehicle.

7) The increasing demand for trailers will continue at a healthy clip over ten year cycles, but repossession and a disorganized second hand market can really pinch profit margins in the in-between years for all but the leaders of the industry. Only Fruehauf and Trailmobile have developed second hand markets that give them real protection on this score.

8) The time is not far distant when trailer-makers must generally improve their managements, both in depth and breadth, and maintain strong financial conditions, so as to be able to diversify as the railroad equipment manufacturers have done. For example see the history of American Brake Shoe.

None of these eight matters are beyond reasonable solution on an industry level. In fact, with Trailmobile now in stronger hands, and Fruehauf being revived by new management approach, it is logical to suppose that the industry will make the best of both its problems and its obvious opportunities. We believe this will be done. Otherwise there would be no point to the publication of our study.

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ADMINISTRATIVE FILE

*Tom D. T. [initials]
X Catalytic Constr.
S Company*

JANUARY 19, 1954

Mr. T. Ellwood Webster, President
Catalytic Construction Company
1528 Walcot Street
Philadelphia, Pennsylvania

Dear Mr. Webster:

I do most sincerely appreciate your invitation for cocktails and luncheon at the Monte Carlo in Miami Beach on the 29th (of January). At this writing, my appointments will keep me in this area until January 30 but if there may change so that I may arrive in Miami in time for your party, I shall most certainly let you know.

Many thanks for your invitation.

Yours very truly,

DB:aw

FROM THE OFFICE OF
DAVE BECK, GENERAL PRESIDENT
INTERNATIONAL BROTHERHOOD OF TEAMSTERS

I will try to be there but
subject only to being able
to change present agenda

John M.
3/17/87



CATALYTIC CONSTRUCTION COMPANY

KI 5-7500

T. ELLWOOD WEBSTER, PRESIDENT

1528 WALNUT STREET
PHILADELPHIA 2, PA.

January 14, 1954.

Mr. Dave Beck
General President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers
of America
100 Indiana Avenue
Washington, D. C.

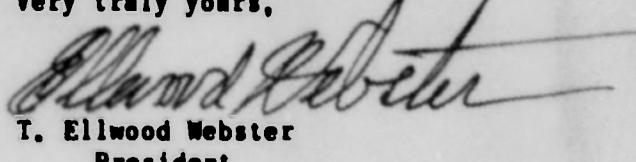
Dear Mr. Beck:

In accordance with our telephone conversation today, we
unfortunately sent your original invitation to our cocktail-
luncheon party to Indianapolis and I am, therefore, enclosing
a copy as I understand from our discussion this morning that
you will be at your Washington office next week.

I hope very much that you will be able to get down to
Miami Beach by Moon on Friday as practically all of the other
presidents have accepted, and it is really a pleasant informal
get-together.

We missed you last year and hope very much that you can
make it this year. I shall telephone you some day next week to
find out if you have been able to change your plans.

Very truly yours,


T. Ellwood Webster
President

TEN:S

CATALYTIC
CONSTRUCTION COMPANY

COPY

January 4, 1954.

Mr. Dora Bock
General President
International Brotherhood of Teamsters
Chauffeurs, Warehousemen & Helpers
of America
222 West Michigan Street
Indianapolis 4, Indiana

Subject: Cocktails and Luncheon
Place: Biscayne Hotel, Miami Beach, Florida
Time: Twelve Noon - Friday, January 29, 1954

Dear Mr. Bock:

We are again having our annual cocktail and luncheon party during the Executive Council Meeting at Miami Beach, and I hope very much that you will be able to attend.

I think that this little informal gathering each year benefits both A. F. of L. and Catalytic and I look forward to seeing you.

In addition to the President of each union, it has been suggested that the secretary or "second" officer of each union be included, and, therefore, I will appreciate hearing from you as to whether you can attend and also the name of the person you will bring with you.

With best regards,

Very truly yours,

T. Ellwood Webster
President

TEN:5

GENERAL SECRETARY
OFFICE DE

1954-12-8 10:11 AM

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ADMINISTRATIVE FILE
Catalytic Construction
Company
X

January 23, 1953

Mr. Carl Keul, General Organizer
International Brotherhood of Teamsters
821 Des Moines Street
Des Moines, Iowa

Dear Sir and Brother:

As per our phone conversation of yesterday you
are instructed to attend a meeting with the
Catalytic Construction Company in the Fontenelle
Hotel in Omaha, Nebraska, January 28. Meeting
called by J. Elwood Webster.

Fraternally yours,

DAVE BECK

DB:ms

DAVE BECK
382 DENNY WAY
SEATTLE 9, WASHINGTON

ADMINISTRATIVE FILE
Catalytic Construction
Company

JANUARY 22, 1953

at L
Re A.F.F - Catalytic meeting
Fontenelle Hotel - Omaha,
Nebraska - 10 A.M. - Wed.
Jan 22, 1953.

Mr. Carl Neul, General Organizer
International Brotherhood of Teamsters
321 Des Moines Street
Des Moines, Iowa

Dear Sir and Brother:

Enclosed find correspondence [redacted] 61 15 sec
explanatory. I am hereby assigning you to
cover same in Omaha.

Fraternal yours,

DB:lm

PRINTED IN U.S.A.
CATALYTIC
CONSTRUCTION COMPANY

COPY

January 9, 1953.

Mr. Dore Beck
General President
International Brotherhood of Teamsters-
Chauffeurs-Mechanics & Helpers of America
552 F Street, Washington
Seattle, Washington

Subject: A. F. of L. - Catalytic Meeting
Fontenelle Hotel - Omaha, Nebraska
10 A.M. - Wednesday, January 28, 1953

Dear Mr. Beck:

Under date of November 5, 1952, we advised you of a new large construction project awarded to Catalytic by the Nitrogen Division of Allied Chemical & Dye Corporation for the engineering and construction of a synthetic ammonia and urea plant, and at that time you advised your local Business Agent and area Vice President concerning Catalytic's association with A. F. of L.

In November the exact site was not settled due to negotiations which Nitrogen had to consummate in connection with a natural gas contract, but the site is now definite and we would like to arrange for a general meeting to discuss the project as outlined in our previous letter.

We will appreciate it if you will arrange to have your Business Agent and your area Vice President meet with us on: Alvin McCrea, Manager of Industrial Relations, Charles J. Linck, General Field Superintendent, and Walter J. Woolke, Field Superintendent, at the Fontenelle Hotel in Omaha, Nebraska, at ten o'clock on Wednesday morning, January 28.

Preliminary work will start promptly, and the major work will get underway in early Spring based upon availability of engineering drawings and materials.

This is our first job with Allied Chemical, and we hope to make it a very successful one both for A. F. of L. and Catalytic as this company will have considerable additional work coming along in the next few years.

Mr. Dave Beck

-2-

1/9/53.

Thank you for your cooperation, and I hope that this will
be another mutually pleasant job for us.

With best regards,

Very truly yours,

T. Ellwood Webster
President

TED:R
ENC. orig. and two copies

GG-2 PRINTED IN U.S.A.
CATALYTIC
CONSTRUCTION COMPANY

COPY

January 9, 1953.

Mr. Dave Beck
General President
International Brotherhood of Teamsters-
Chauffeurs-Warehousemen & Helpers of America
552 Denny Way
Seattle, Washington

Subject: A. F. of L. - Catalytic Heating
Foothills Hotel - Omaha, Nebraska
10 A.M. - Wednesday, January 28, 1953

Dear Mr. Beck:

Under date of November 5, 1952, we advised you of a new large construction project awarded to Catalytic by the Nitrogen Division of Allied Chemical & Dye Corporation for the engineering and construction of a synthetic ammonia and urea plant, and at that time you advised your local Business Agent and area Vice President concerning Catalytic's association with A. F. of L.

In November the exact site was not settled due to negotiations which Nitrogen had to consummate in connection with a natural gas contract, but the site is now definite and we would like to arrange for a general meeting to discuss the project as mentioned in our previous letter.

We will appreciate it if you will arrange to have your Business Agent and your area Vice President meet with Messrs. Alan McLean, Manager of Industrial Relations, Charles J. Lieck, General Field Superintendent, and Walter J. Soule, Field Superintendent, at the Foothills Hotel in Omaha, Nebraska, at ten o'clock on Wednesday morning, January 28.

Preliminary work will start promptly, and the major work will get underway in early spring based upon availability of engineering drawings and materials.

This is our first job with Allied Chemical, and we hope to make it a truly successful one both for A. F. of L. and Catalytic as this company will have considerable work coming along in the next few years.

Mr. Dave Beck

-2-

1/9/53.

Thank you for your cooperation, and I hope that this will
be another mutually pleasant job for us.

With best regards,

Very truly yours,

T. Ellwood Webster
President

TEW:8
ENC. Orig. and two copies